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SAN FRANCISCO AIRPORTS COMMISSION

--oOo--

Before Commissioners PATRICK A. MURPHY,

President

J. STANLEY MATTISON,

Vice President

L. ANDREW JEANPIERRE

JAMES K. HO

REPORTER'S TRANSCRIPT OF PROCEEDINGS

June 16, 1992

City Hall

Room 282

San Francisco, California

CERTIFIED COPY

REPORTED BY: LYNNE GRIFFITHS

Job: 39918



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1 JUNE 16, 1992

PROCEEDINGS

9:00 A.M.

2
3 COMMISSIONER MURPHY: The Tuesday June
4 16, 1992 meeting of the Airports Commission will
5 please come to order.

6 Would you take the roll.

7 SECRETARY CARAMATTI: Commissioner
8 Murphy.

9 COMMISSIONER MURPHY: Here.

10 SECRETARY CARAMATTI: Commissioner
11 Mattison.

12 COMMISSIONER MATTISON: Here.

13 SECRETARY CARAMATTI: Commissioner
14 Jeanpierre.

15 COMMISSIONER JEANPIERRE: Here.

16 SECRETARY CARAMATTI: Commissioner Ho.

17 COMMISSIONER HO: Here.

18 SECRETARY CARAMATTI: You have before you
19 the minutes of the regular meeting of June 2, 1992.

20 COMMISSIONER MURPHY: Move.

21 COMMISSIONER JEANPIERRE: Second.

22 COMMISSIONER MURPHY: So ordered.

23 SECRETARY CARAMATTI: Item One is being
24 put over to the end of the calendar.

25 Item Two is Response to Commission

1 Inquiry on the Full Cost of an Internal BART
2 Alignment.

3 MR. TURPEN: As the Commission is well
4 aware there was an inquiry by the Commission as to a
5 full cost, full costing of a BART Internal Alignment
6 alternative. As we had previously reported to the
7 Commission, in which subsequently has been confirmed
8 by other studies, we estimated about \$476,000,000 for
9 the BART Internal Alignment which would come to a
10 point beneath the airport garage inside the airport
11 property.

12 COMMISSIONER MATTISON: Is that a cost,
13 or is that a cost premium?

14 MR. TURPEN: That was a cost above and
15 beyond the --

16 COMMISSIONER MATTISON: So it's a
17 premium, then?

18 MR. TURPEN: -- the external
19 alternative -- that's correct. To continue the line
20 to a point in Millbrae, a convenient point in Millbrae
21 beyond the airport, in other words to return to the SP
22 right away, would be approximately \$100,000,000 more
23 above and beyond that 476. So to depart from the
24 external alternative or external alignment
25 alternative -- come through the airport under the

1 garage and then get back on to some ride-a-way --
2 would be about \$576,000,000 in total costs.

3 COMMISSIONER MATTISON: Excess cost.

4 MR. TURPEN: Excess cost, and total cost
5 above and beyond the currently preferred alternative
6 as recommended by the FDC policy.

7 COMMISSIONER MATTISON: Who did that last
8 costing study?

9 SPEAKER FROM THE AUDIENCE: There were
10 two. We did an in-house and we also checked with
11 Parson Brinkerhoff, who did the estimates for our
12 study.

13 COMMISSIONER JEANPIERRE: The cost
14 estimate for BART.

15 COMMISSIONER MURPHY: Okay. Next.

16 SECRETARY CARAMATTI: Item 3. Host
17 International, Inc. Food and Beverage Lease -
18 Sublessee Approval Request.

19 COMMISSIONER MURPHY: Do you want
20 speakers first, or do you want --

21 MR. TURPEN: I think that's fine.

22 COMMISSIONER MURPHY: All right.
23 Actually, I think it might be helpful if you just gave
24 us a few seconds on where we are in the process.

25 MR. TURPEN: As I'm sure everyone is

1 aware, the Airports Commission extended the Host, the
2 Marriott Host Lease in San Francisco International for
3 a period of ten years. And in exchange for this
4 consideration, the Commission requested and received a
5 commitment from Host to set aside a number of Host
6 existing facilities for the participation of minority
7 women entrepreneurs. It was agreed upon that this
8 would be a phase program at the six, twelve and
9 eighteen month mark to accommodate the turnover of the
10 subject facilities.

11 Today the Airports Commission had been
12 presented by Host with the first, with a Phase I
13 selection, results of the Phase I selection process,
14 the individuals which are named in the Airports
15 Commission package letter dated June 12, 1992 for the
16 Carousel Shop, the Snack Bar 8 and the Golden Gate Bar
17 and the Vista Lounge.

18 At this time I ask that if there are any
19 speakers that you might want to hear them.

20 COMMISSIONER MURPHY: Mr. Lee.

21 MR. LEE: Good morning, Commissioners.
22 Edwin Lee, Director of Human Rights Commission.
23 Mr. Turpen. Under the sublease agreement, the role of
24 the Human Rights Commission is to monitor the
25 selection process for the benefit of the airport staff



4. The fourth part of the document discusses the implications of the results and the potential applications of the findings. It highlights the need for further research and the importance of continuous monitoring and evaluation.

5. The fifth part of the document provides a summary of the key findings and conclusions. It reiterates the importance of accurate record-keeping and the need for transparency in all financial activities.

6. The sixth part of the document includes a list of references and a bibliography. It cites the various sources of information used in the study and provides a comprehensive overview of the relevant literature.

7. The seventh part of the document contains a list of appendices and supplementary materials. It includes additional data, charts, and tables that provide further detail and support for the findings.

8. The eighth part of the document includes a list of figures and tables. It provides a detailed description of each figure and table, including the data sources and the methods used to generate the results.

9. The ninth part of the document includes a list of footnotes and endnotes. It provides additional information and clarifications for the various points raised in the document.

10. The tenth part of the document includes a list of acknowledgments and a thank you note. It expresses appreciation for the support and assistance provided by the various individuals and organizations involved in the study.

1 and Commission and also as an obligation that we've
2 incurred by way of resolution by the Board of
3 Supervisors, and so we're fulfilling that particular
4 duty today, at least beginning that with the first
5 phase of selection and we are asked by a resolution of
6 the board yesterday to make an additional report to
7 the board next Monday.

8 What I wanted to begin to discuss with
9 you today is the view that we have, particularly of
10 the selection process, that has lead to the
11 recommendations before you. This particular phase
12 yields three recipients for three awardees that will
13 be part of the first phase of the awards. However,
14 what we've reviewed indicates some problems in the
15 selection process that resulted in these awards.

16 What I want to do is go over, just very
17 quickly, what we've looked at. These awards result
18 from a number of interviews that were done as a final
19 stage of the selection process. The interviews that
20 yielded the final rankings -- there were 13 of them,
21 they originally had 14 interviews, but one withdrew.
22 I'll refer back to this process as I describe it
23 later. The 14 interviews, I'm sorry, the 13
24 interviews, originally 14, encompasses -- if you
25 divide up each of the three concessions and there were



1 some firms that were going for more than one, so if we
2 slotted out, so to speak, for each concession there
3 was a different number going for each concession.
4 Altogether there was, what I call, 19 total slots for
5 potential interviews that were created out of the
6 original application process. The 19 results in only
7 13 interviews because of one withdrawal, and because
8 of the double counts that a firm might have in going
9 for more than one concession.

10 What we have before you, and as I've read
11 the memorandum from your Director, indicates a problem
12 with the selection of a Host employee who at the time
13 of the interviews and currently, as I believe, is an
14 employee of Host, and we've written a letter to the
15 Director indicating that we believe it's a conflict of
16 interest for a current Host employee to have engaged
17 and been selected into the process.

18 We don't believe that was the intent
19 either of this Commission, or we don't believe
20 certainly the intent of the Board of Supervisors that
21 current Host employees be recipients of these
22 concessions.

23 COMMISSIONER MURPHY: Mr. Lee, could I
24 ask you a question?

25 MR. LEE: Yes.



1 COMMISSIONER MURPHY: Is this an hourly
2 employee?

3 MR. LEE: I understand it's an hourly
4 employee.

5 MR. TURPEN: Yes.

6 MR. LEE: That's what we've been told.

7 COMMISSIONER JEANPIERRE: What does that
8 list include?

9 MR. LEE: I understand it is Asian.
10 However, what I don't want to do is focus solely on
11 that particular award because our obligation here is
12 to present to you what we believe to be a selection
13 process, whether it's fair, or whether it's unfair.
14 So I want to focus my attention on that process and
15 what it's yielded.

16 I refer to the 19 so-called slots. For
17 the Carousel there were six slots there for
18 interviews, for Golden Gate Bar and Snack Bar 8 there
19 were six interview slots, and for the Vista Bar, TCBY
20 there were seven interview slots. That totals to be
21 19.

22 It's important to understand it from this
23 stage, certainly from our view, because if you make it
24 into the interview stage it's probably the most
25 important stage. Prior to that you have some ranking,



1 some scoring, I believe, based upon the written
2 proposal, but there are, depending upon how you do in
3 the interview, some tremendous point advantages gained
4 from that phase. So, I believe, the most critical
5 part of the selection process ends with who gets in
6 and who gets invited from a pool of about 50
7 applicants, 50 firms, who makes the final 19 to get
8 interviewed. Some of the somewhat disturbing facts on
9 this is how many of the Host employees made it to the
10 19 slots, but what I don't want to do is focus solely
11 on that, because I believe something else may or may
12 not be going on here and I need to at least make a
13 comment that we have to look at some of the factors.

14 In addition to looking at current Host
15 employees, we also look through our data bank and
16 determined who may have an affiliation with Host
17 Marriott Corporation, past employment, someone on
18 their team who may be affiliated in employment
19 capacity. And when we add that category together with
20 current Host employees, we come out with some very
21 interesting statistics.

22 Of the 19 slots that were afforded the
23 interview stage, seven of those slots were taken up by
24 Host employees. An additional four of those slots
25 were taken up by what we call Host affiliates, that



1 is, that they had past employment with Host or had
2 either a spouse or a principal partner that had a
3 direct connection with Host, either as an employee or
4 a principal on their staff as an employee of Host.

5 So when we look at that, from that view,
6 we have 11 of the 19 slots that either have a direct
7 or an indirect affiliation with Host. That results in
8 some 58 percent of those interviewed had that kind of
9 status.

10 COMMISSIONER MURPHY: Mr. Lee, let me ask
11 you a question here.

12 MR. LEE: Yes.

13 COMMISSIONER MURPHY: I'm lost on
14 something. I used to work for Bank of America. Am I
15 an affiliate of Bank of America?

16 MR. LEE: I suppose if they're choosing
17 you for a concession, I suppose so.

18 COMMISSIONER MURPHY: I left in 1974. I
19 mean, how far back are we talking here?

20 MR. LEE: Now that I couldn't answer.

21 COMMISSIONER MURPHY: I'm having a little
22 trouble with that one.

23 MR. LEE: Well, I'm not saying, I'm not
24 saying here, I'm not, I'm not presenting to you an
25 indication that there's something wrong with that in

1 and of itself, okay. All I'm suggesting is that part
2 of our obligation is to look at the process as a whole
3 and to see how people fall, because when we compare
4 that 58 percent participation into interview slots, as
5 I refer to them, we also look at another indicator and
6 that is that we had some 50 firms that were not in any
7 way affiliated with Host going for these concessions.
8 That comprised some -- more than 85 percent of all
9 those applying for these concessions were non-Host
10 affiliated, either as direct employees or as indirect
11 affiliates.

12 So if we have about an 85 percent
13 presence of a bunch of potential concessionaires going
14 for this, yet in the final interview stage, of the 19
15 slots, we have some 58 percent enjoyment by those
16 affiliated either directly or indirectly by Host. I
17 think that that indicates that somewhere along the
18 line in the selection process there is a built-in,
19 whether intentioned or not, favorable bias towards
20 those affiliated with Host or Host employees
21 indirectly.

22 That's what I find quite disturbing in
23 this process. That is, to me, one of the reasons why
24 one, at least one, and I'm surprised not more, but at
25 least one of the final awardees presented to you is a

1 current Host employee. When you look at the category
2 from which that concession came in, and I'm saying,
3 I'm not in any way saying she's not qualified or any
4 other indication that she didn't deserve to be at the
5 final stage, but I'd have to point out that as we look
6 at the selection process as independent as we have to
7 be, we have to identify whose getting in, whose
8 getting out, whether there's something that we should
9 question about, and this was the most visible aspect
10 of that selection process that we found somewhat
11 disturbing because of the overwhelming presence of
12 non-Host employee, non-Host affiliated concessions
13 trying to get into the final interview stage.

14 COMMISSIONER MATTISON: Just one quick
15 question. In your analysis, as I understand it, the
16 reason that people got into the interview process was
17 that they finished at the top of the list, which was
18 related to the mechanical scoring system on the
19 written proposals, and a shadow score unaffiliated
20 with Host also did a scoring just as a cross-check and
21 no appreciable difference in the score resulted from
22 that. Now you concur that that happened? I mean, in
23 other words, do I have my facts straight on that?

24 MR. LEE: Well, that's what's been told
25 us as well, and from what we've observed that is what



4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

5. The fifth part of the document provides a conclusion and summarizes the key points of the study. It reiterates the importance of accurate record-keeping and the need for ongoing research in this field.

6. The sixth part of the document includes a list of references and a bibliography. It cites various sources that have been consulted during the research process.

7. The seventh part of the document contains a list of appendices and additional information. It includes a detailed description of the equipment used in the study and a list of the personnel involved in the research.

8. The eighth part of the document includes a list of figures and tables. It provides a visual representation of the data and a summary of the key findings.

9. The ninth part of the document includes a list of footnotes and a glossary. It provides additional information and definitions for the terms used in the document.

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1 has occurred. We don't know all the individual
2 players, obviously, because most of the, well, all of
3 the selection process is controlled by Host and it's,
4 I believe, it's as reported in the sublease process
5 they've adhered to. The fact that they've made the
6 selection process as a result of choosing their top
7 managers to control the selection process. So, yes,
8 as far as I know.

9 COMMISSIONER MATTISON: I thought the
10 shadow score was an indicator, a monitor, if you will.

11 MR. LEE: I understand that that -- I
12 don't believe it was a non-Host employee. That's what
13 I understand to be.

14 COMMISSIONER MATTISON: I thought it was,
15 but maybe we'll got our facts straight on that.

16 MR. LEE: Okay, okay.

17 COMMISSIONER JEANPIERRE: Now did you
18 also consider the fact that since a Host employee has
19 been working with the Host environment with the
20 operation for a number of years, that they may have
21 special knowledge in terms of the leg work up on
22 individuals who did not have the information?

23 MR. LEE: Yes, and you can take that
24 either way. I certainly see that as to their
25 advantage. It seemed to have worked out statistically



1 to their advantage, because I would assume that they
2 could articulate what Host was looking for because of
3 their past history with Host. But that's an
4 assumption that I make. It may be clearly without
5 basis.

6 COMMISSIONER MATTISON: I think you're
7 right. It's not surprising at all that from that pool
8 a very high proportion would score well objectively.
9 I would observe also, though, that more Host employees
10 did not get into the final interview than actually did
11 get into the final interview, but not in the same
12 proportion that you actually point out.

13 So our real question today is, you know,
14 bottom line, should Host employees be included at all?
15 And that's not really a matter of being surprised that
16 Host ranks with this proportionate number of its
17 hourly employees or others in that high-scoring
18 category.

19 MR. LEE: Right. And it has -- and I
20 agree -- it has to be looked at from that view, and I
21 agree that we should do that. One of the other facts
22 is that if I break it out, apart from just the 19 as a
23 whole -- let's take a look, for example, The Golden
24 Gate Snack Bar. I'm sorry, the Carousel first. Of
25 the Carousel there were six firms that were

1 interviewed for the Carousel. Of that, two were Host
2 employees currently and one was a Host affiliate.
3 That affiliation was as indicated and take it for what
4 it's worth, a former Host employee.

5 COMMISSIONER MURPHY: I have to tell you
6 Mr. Lee that in all candor that one doesn't do a thing
7 for me.

8 MR. LEE: Fine. Fine. We've got to
9 report it, though. I think that, I think it's an
10 indicator of some sort.

11 For the Golden Gate Bar and Snack Bar 8,
12 we had six interviewees. Of that, three were current
13 Host employees and one was a Host affiliate. That
14 Host affiliate had affiliation with the Marriott side
15 of the corporation.

16 COMMISSIONER MATTISON: And how many was
17 selected?

18 MR. LEE: For the Golden Gate Snack Bar
19 it yielded the Host employee as the recipient.

20 COMMISSIONER MATTISON: Okay.

21 MR. LEE: Okay. And in the Vista Bar,
22 TCBY, there were seven interview slots, and two of
23 them were Host employees and two were Host affiliates,
24 and one was the same, it was a Marriott affiliate, the
25 other was they had a principal staff person working

1. The first part of the report deals with the general situation of the country and the progress of the work during the year. It is divided into two main sections: the first section deals with the general situation of the country and the progress of the work during the year, and the second section deals with the specific results of the work.

2. The second part of the report deals with the specific results of the work. It is divided into three main sections: the first section deals with the results of the work in the field of agriculture, the second section deals with the results of the work in the field of industry, and the third section deals with the results of the work in the field of commerce.

3. The third part of the report deals with the conclusions and recommendations. It is divided into two main sections: the first section deals with the conclusions, and the second section deals with the recommendations.

4. The fourth part of the report deals with the appendix. It contains a list of the names of the persons who have taken part in the work, a list of the names of the persons who have given evidence, and a list of the names of the persons who have been consulted.

1 for Host.

2 COMMISSIONER MATTISON: So two of the
3 selections would roughly equal populations of Host
4 affiliates or employees, in two of the cases a
5 non-Host person was awarded. And one, the one I just
6 asked about, was the one that actually had the award.

7 MR. LEE: That is correct. That's
8 correct. As I need to indicate as well that, again, I
9 emphasize that the final interview stage was probably
10 the most important stage. If you made it in at least
11 you had a good shot at convincing the panel of
12 interviewees that you might present something here.

13 Now I, again, I also want to make sure we
14 have the numbers right, because when I say 19, it
15 ended up to be only 13 firms that were interviewed
16 because of either the double count and there was one
17 withdrawal. That withdrawal was a current Host
18 employee as well. Again, I emphasize that's the final
19 stage. I want to emphasize, as well, that what that
20 also meant, and I think we go back to your comment
21 earlier, is that if we had such a tremendous
22 participation of non-Host employees at the
23 beginning -- some 85, over 85 percent -- how was it
24 that we ended up with an overwhelming presence?

25 COMMISSIONER MURPHY: Is it possible,

1 Mr. Lee, that a number of the initial participants
2 simply flunked, I assume, such an experience-related
3 criteria or something like that?

4 COMMISSIONER MATTISON: I think we beat
5 that horse. I mean, that's right, the scoring system
6 matches our favored trained food and beverage people
7 who were awarded --

8 COMMISSIONER MURPHY: It may simply
9 disqualify people who don't meet the certain criteria.

10 COMMISSIONER MATTISON: Right. Once
11 again, I think we feel that the system produced a
12 disproportionately high number from that pool into the
13 final interview pool, if you will, and once again
14 that's the question before us. Is that should they be
15 in that pool or not? I'm not surprised at how the
16 process works. I'm just surprised at how big the
17 variable is that allows the pool to include those
18 people.

19 MR. LEE: Without more information I
20 refrain from commenting on whether I have a strong
21 feeling for whether that was the reason why the
22 outcome came or some other. But I have to present
23 that in light of the fact that I believe, just on the
24 statistical basis, there was a favoring of it. I'm
25 not so sure it is dependent solely on what you and I

THE UNIVERSITY OF CHICAGO
DIVISION OF THE PHYSICAL SCIENCES
DEPARTMENT OF CHEMISTRY

REPORT OF THE
COMMISSIONER OF THE
BUREAU OF CHEMISTRY
FOR THE YEAR 1900

BY
J. H. MANNING
CHIEF OF BUREAU

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1 might all agree on as standards of performance. There
2 are certainly in my opinion, since we've done the
3 certification of all of these firms, a lot of good
4 talent in that whole place. And what I am disturbed
5 about is the outcome of it being so much in favor of
6 Host employees where there is a lot of talent in the
7 non-Host employees. That's what I need to suggest to
8 you as to why I'm making at least some effort here to
9 bring that to your attention.

10 COMMISSIONER HO: I have one question
11 here.

12 MR. LEE: Yes.

13 COMMISSIONER HO: I just wanted to
14 clarify this a little bit. On a statistical basis of,
15 let's say, in the beginning, you know, people are
16 invited to be interviewed is 80 and 50 of the
17 population of about 50, right, so people who got in
18 who are Host employees is about how many percent? 55,
19 58 percent and people who are non-Host who got in is
20 85 percent?

21 MR. LEE: No, no, no. I've not made that
22 comparison yet. I said that 58 percent is their
23 presence in those that were interviewed. Of the 19,
24 11 were Host employees.

25 COMMISSIONER HO: So that's the 55

1 percent factor?

2 MR. LEE: So that's the 58 percent. They
3 enjoyed 58 percent of the interview slots. Okay.

4 COMMISSIONER HO: So once you got in to
5 be interviewed --

6 MR. LEE: But my understanding is that
7 they only enjoyed 15 percent at the most of the whole
8 pool. Okay. In other words, they went from a pool of
9 15 percent presence, matched with everyone else and
10 when it got to the final interview stage they had a 58
11 percent presence. Everyone else has an 85 percent
12 presence with them.

13 COMMISSIONER HO: So once you get in to
14 the interview, what percent of the Host versus
15 non-Host got selected within the interview process?
16 If there's two pieces to it --

17 MR. LEE: Right.

18 COMMISSIONER HO: -- one, you get
19 selected to the interview, and after the interview you
20 get selected to run.

21 MR. LEE: One of eleven.

22 COMMISSIONER HO: So one of 11?

23 MR. LEE: Yeah. One of seven employees if
24 we add the four that are Host affiliates, one of
25 eleven.



1 COMMISSIONER HO: What percentage is that
2 about?

3 MR. LEE: Well, less than ten, I suppose,
4 nine percent.

5 COMMISSIONER HO: Oh, okay.

6 COMMISSIONER JEANPIERRE: So I guess we
7 could say the same thing. Since this has never been
8 done before, logically, the public at large wouldn't
9 be familiar with the intricacies of the particular
10 operation and what not, and the individuals who have
11 been within that structure for a long time would have
12 a leg-up on how things worked, and I don't know how
13 you can overcome that in the first round.

14 As we go along, I'm sure this information
15 has come a little bit more available to the people.
16 If they can get a proposal out on the first time out,
17 I really don't know how you could overcome that
18 knowledge gap.

19 MR. LEE: Well, I need to present that to
20 you because it is, it's an independent look. We're
21 looking at it from a multitude of ways, and to us it's
22 more on the disturbing side, but we have to, we have
23 to continue doing this as part of our obligation.

24 COMMISSIONER MURPHY: We have a number of
25 speakers. I think we ought to hear what they have to



1 say and we'll all be smarter at the end of it.

2 Thank you, Mr. Lee.

3 MR. LEE: Okay.

4 COMMISSIONER MURPHY: Okay. Avery McGin.

5 MS. MCGIN: Good morning. I was awarded
6 the Carousel shop -- and I feel nervous -- and I'm a
7 non-Host employee and apparently there were several
8 Host employees who were interviewed for the Carousel
9 Shop. I'm also someone who owns a delicatessen in San
10 Francisco, and I'm someone who came up from being a
11 counterperson 13 years ago to owning the business as
12 of two years ago, and I have an appreciation for this
13 specific person, Susy, who has been awarded the Host
14 Golden Gate Bar, because she's been a 29-year hourly
15 employee of Host, and I applaud, you know, her ability
16 to put together a, you know, a very impressive
17 proposal, because I looked at it, and to be awarded
18 this lease.

19 I worked very hard on my proposal as
20 well, and I must say during the process I was very
21 impressed by what felt like a very fair procedure. As
22 I sat in the meetings, as I, you know, as I suspect
23 that this has got to be, this has got to be not fair,
24 I mean, just because it's, it just seems like these
25 situations, you know, often come into question, and I



1 was very impressed by the fairness. I tried to call
2 to get some answers to some questions that I had, I
3 asked for copies of some documents that were presented
4 in the proposal meeting, and the answer I got was what
5 you got in the meeting is all that we can give you
6 because we want everybody to get exactly the same
7 thing. We can't give anybody any special outside
8 opinion or advice or information, and they told us
9 that in the meeting, they said ask your questions
10 here, because you're all in the room, you all get to
11 hear what everybody else gets to hear and that this
12 aids the equality of the whole process. And I came to
13 feel that the process was, was a very fair and a very
14 equal process and, you know, I'm happy to have been
15 awarded the lease. And I, you know, I guess I'm not
16 sure what else to say. I think I've made my point.
17 Thank you.

18 MR. TURPEN: Thank you very much. Thank
19 you.

20 COMMISSIONER MATTISON: Congratulations.

21 COMMISSIONER MURPHY: Walter Curd.

22 MR. CURD: Good morning, Commissioners,
23 Director. I'm also fortunate enough to be one of the
24 proponents, one of the selected proponents. And I've
25 been trying to get involved with this for years.

1 Again, I would like to express my feeling for the
2 fairness of it all. I tried to contact Host many
3 times for different answers to questions that I had,
4 and again it was stressed to me that after the, after
5 the pre-proposal meeting nothing would be given out.

6 I worked very closely with Susy, Ms. Susy
7 Tong, and I think she's a very able woman, she worked
8 very hard, she's been a 29-year hourly employee and I
9 would take great umbrage if somebody would want to
10 disturb the process now, and I think that's about all
11 I would care to say.

12 MR. TURPEN: Thank you, Mr. Curd.

13 COMMISSIONER MURPHY: Thank you.

14 COMMISSIONER MATTISON: Thank you.

15 COMMISSIONER MURPHY: Okay. I have both
16 Susannah Tong and Susannah Tong's lawyer. You can
17 both speak, whichever one wants to go first, go ahead.

18 MS. TONG: Good morning. This is my
19 speech. Good morning everyone. My name is Susannah
20 Tong. My family and I, we escaped from China and
21 immigrate to San Francisco as refugees in 1959. As
22 soon as we arrived in San Francisco I enrolled at
23 Benjamin Franklin Adult School and studied English.
24 In 1960 I got married. In 1963 I became U.S. citizen
25 and started work for Host at San Francisco



1 International Airport. I attend school at San
2 Francisco Academy of Art in the College of San Mateo
3 and study Commercial Arts. I have been a single
4 parent for the past 12 years. I gave my best support
5 to my two children. They were graduated with high
6 honors from UC Berkeley with engineering degrees. My
7 daughter will obtain a Ph.D. from University of
8 Washington next year.

9 I was a cocktail waitress when I first
10 started my job at the airport. I have been working
11 very hard and try to get ahead. According to my job
12 performance, in 1977 I got promoted to become the
13 first woman bartender at San Francisco International
14 Airport.

15 1989, I was assigned to United Airlines
16 Red Carpet Club for three years. I have received many
17 compliments and commendations from customers,
18 co-workers and my employers. I was a part-time
19 hostess and part-time food and beverage manager at
20 Ruby King restaurant in Palo Alto.

21 I feel I earn my opportunity to be a
22 proponent. When Ms. Sandra Crumpler from the Airport
23 Commission sent me the notice inviting proposal, the
24 great opportunity was open. I followed all the
25 procedures and came up with a well-packaged proposal

4. The fourth part of the document discusses the implications of the findings. It suggests that the results of the study have significant implications for the field of research and may lead to further developments in the future.

5. The fifth part of the document concludes the study. It summarizes the main findings and provides a final statement on the importance of the research.

1 in late May. The whole selection committee determined
2 that I was the best-qualified proponent to operate
3 Snack Bar 8 and Golden Gate Bar. It was a dream come
4 true.

5 May 29, I resigned my job from Host,
6 mortgaged my home, gather 200,000 working capital and
7 began management training to take over the facility on
8 July 1st. Through all these stages of the selection,
9 the City was aware that I was a Host employee. It was
10 very clearly stated in my resume to the City Human
11 Rights Commission Application that I was determined as
12 qualified to be a registered M.B.E, W.B.E, and T.B.E,
13 and they never mentioned that I would be disqualified
14 if I was a Host employee. Why then should I be
15 penalized and taking away the opportunity because I
16 was just a Host employee. Here I am with a chance to
17 get ahead and the same Human Right Commission, they
18 know that I was a Host employee, now they try to
19 disqualify me and change their mind about the standard
20 of qualification.

21 Why should a Host employee be excluded
22 from this opportunity? This is totally unfair and is
23 an act of discrimination. I am standing up here for
24 myself and hundreds of Host employees at the airport.
25 We are a group of hard working citizens and taxpayers.

1. The first part of the report deals with the general situation of the country and the progress of the work during the year. It is divided into two main sections: the first section deals with the general situation of the country and the progress of the work during the year, and the second section deals with the results of the work during the year.

2. The second part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

3. The third part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

4. The fourth part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

5. The fifth part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

6. The sixth part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

7. The seventh part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

8. The eighth part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

9. The ninth part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

10. The tenth part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

1 We should have all the equal rights and equal
2 opportunity in this country and in this City of San
3 Francisco. The airport experience will only help us
4 to do a better job.

5 Thank you very much for your attentions.

6 MR. TURPEN: Thank you.

7 MS. TONG: Thank you.

8 MR. SHAHROK: Good morning. My name is
9 Shahrok. I'm Ms. Tong's attorney. I'm here to
10 redrege what Ms. Tong has said, and additionally to
11 add that there should be a rational basis for any
12 prior conditions that are imposed. When the U.S.
13 government goes to the public and seeks individuals,
14 say from GM, from the private sector to come work for
15 the government, they only require that they give up
16 their stocks and their interest in GM, and there is no
17 prior condition that they not be an employee of GM.

18 Secondly, the ownership of the Snack Bar
19 8 is going to be a sole proprietorship. It is not a
20 joint venture, and the liquor license certainly will
21 be in the name of Ms. Tong. And any contract, any
22 assumed contract between Host and Ms. Tong for a
23 kickback certainly is totally illegal and
24 unenforceable and does not exist in this case.

25 Looking at Ms. Tong's 29 years of

2. The second part outlines the various methods and tools used to collect and analyze data. It mentions the use of surveys, interviews, and focus groups to gather information from stakeholders. Additionally, it discusses the application of statistical software to process and interpret the collected data.

3. The third part describes the results of the research and the conclusions drawn from the analysis. It highlights the key findings and their implications for the organization's strategy and decision-making processes.

4. The final part of the document provides recommendations for future research and implementation. It suggests areas where further investigation is needed and offers practical advice on how to apply the research findings to improve organizational performance.

1 experience at the airport, her ability to raise
2 capital, private capital, her own capital, is an
3 indication of her ability.

4 The purpose of having this hearing is to
5 determine what is the best talent that can run that
6 business and at this time I would indicate that it is
7 Ms. Tong.

8 Thank you very much.

9 MR. TURPEN: Thank you.

10 COMMISSIONER MURPHY: Okay, thank you.

11 Howard Young.

12 MR. YOUNG: Members of the Commission, my
13 name is Howard Young. I'm a partner in HY
14 Enterprises, one of the unsuccessful proponents in
15 this first phase. I'm not a Host employee.

16 I am here to comment about the selection
17 process. I have participated or attended four
18 pre-proposal conferences, I attended a de-briefing
19 session and attended the proposal writing workshops
20 and I have found that the selection process, or the
21 proposal process, has been fair and upfront, and, you
22 know, as an interested party now, and potentially an
23 interested party in the future, I am recommending that
24 we move on. I don't have a problem with the process.
25 Thank you.



1 MR. TURPEN: Thank you.

2 COMMISSIONER MURPHY: Mr. Carlos Ramirez.

3 MR. RAMIREZ: Yeah, good morning. I want
4 to say that I came here -- I'm presenting myself. I'm
5 a Host employee. Initially, I just wanted to give my
6 complete support to the proponents that were elected
7 to run the facilities at the airport, because of the
8 development of Mr. Lee's remark and also the question
9 about the fairness of the process.

10 I want to express also my opinion that I
11 feel that the, it is very fair and I think, let me
12 start by saying that, yes, I was one of the proposed
13 of the proponents for the unit. I work in San Jose,
14 and I felt it was an opportunity, you know, for me and
15 for my family to develop a family business and
16 establish and get ahead and I was, I did apply.

17 I feel that legally a Host employee
18 should be able to apply. There's nothing on the
19 material that has been given to the proponents that
20 says that they can not apply. It only says ownership,
21 that they can not be owners, and as long, I feel as
22 long as they resign from Host before they become
23 owners it should stand.

24 Morally, I feel that the Host employees
25 should also be able to apply and maybe win because

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

5. The fifth part of the document provides a conclusion and summary of the study. It reiterates the main findings and the importance of the research.

6. The sixth part of the document includes a list of references and a bibliography. It cites the various sources used in the study and provides a comprehensive overview of the literature in the field.

7. The seventh part of the document contains a list of appendices and supplementary materials. These include additional data, charts, and documents that support the findings of the study.

8. The eighth part of the document includes a list of figures and tables. These are numbered and labeled to correspond with the text and provide a visual representation of the data.

9. The ninth part of the document contains a list of footnotes and endnotes. These provide additional information and clarification for the reader.

10. The tenth part of the document includes a list of acknowledgments and a thank you note. It expresses gratitude to the individuals and organizations that supported the study.

1 they have the experience, they have, they know the
2 business and they will be an asset for the airport and
3 for the travelers to have these people, experienced
4 people running the place and taking care of the
5 passengers.

6 And ethically I can vouch for my company.
7 I personally don't know who was on the committee, on
8 the selection committee, I don't know who was there,
9 but I know my company, I know the management team in
10 San Francisco and they have the highest integrity.

11 Thank you very much.

12 COMMISSIONER MATTISON: Thank you.

13 MR. TURPEN: Thank you very much.

14 COMMISSIONER MURPHY: Thank you. All
15 right. Any other speakers or comments on this issue?
16 Yes. We're happy to hear you, but in the future
17 please fill out a form.

18 MS. HERNANDEZ: Thank you. My name is
19 Eileen Hernandez, and I'm representing the Coalition
20 for Economic Equity. And I was very delighted to be
21 able to come this morning to talk about this question
22 that has been raised on the issue of Host.

23 In a very real way our coalition is, we
24 think we can be called responsible for the fact that
25 this opportunity is now being offered to people of



1 color in the airport.

2 Our organization was responsible for
3 coalescing to get all of the people involved to work
4 on the question of opportunities at the airport and
5 every other place, and we were responsible for
6 organizing much of the community to get the law
7 passed. The MBE, WBE, LBE Ordinance that we are now
8 talking about.

9 I'm delighted to see the quality and the
10 caliber of people who have been selected. I'm not
11 challenging that for a moment. In fact I think those
12 opportunities could clearly have been offered to those
13 Host employees a long time ago by Host if they had
14 really had an interest in making this happen.

15 When we met with Host sometime ago, we
16 met with Host on the very real concern that we had,
17 that over these many years that Host has been at the
18 airport none of these opportunities have been made
19 available, and when we tried to discuss what should
20 happen we were very delighted to see that they were
21 willing to move in a new direction and to come up with
22 some agreements as to how those changes could be made.

23 We were somewhat dismayed that the
24 selection procedures had already been determined at
25 the time that the agreement was made. We were not

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1 part of that selection procedure, although we asked
2 afterwards if we could make some adjustments and we
3 were not permitted to do that because it had already
4 been accepted.

5 We believe Host is in good faith on this,
6 they really do want to make some changes, but we also
7 believe that the processes have to be changed if they
8 are going to be effective across the board. The
9 questions that you've been asking about the selection
10 process and about the individuals who have actually
11 won the opportunities are pertinent questions. Every
12 one of the people selected appears to be quite well
13 qualified to do what we're talking about.

14 Our concern is not that any of those
15 people who have already received these awards should
16 have them taken away from them, but I do believe that
17 we need to take a good hard look at whether that
18 process remains fair if we continue to have Host
19 employees counted as part of that agreement.

20 I would think that what could be done at
21 this stage to make it more fair is to have Host
22 continue to encourage its employees of minority
23 background and women to apply for these, these
24 openings, but that they not be counted against the
25 agreement.

1 The agreement was supposed to open up new
2 opportunities for people who have never had the chance
3 to move in this direction before, and it is our
4 concern that we find a process that not only permits
5 those people who have already been awarded contracts
6 to maintain them, we're not asking that they be taken
7 away, but we certainly are asking that the process be
8 reviewed again, and that the process contain an
9 approach which will not count those people who are
10 present Host employees when they apply for those
11 openings to be counted against the agreement that we
12 had made with Host about opening up opportunities for
13 minorities and women to have opportunities at the
14 airport.

15 And that's essentially what our group has
16 talked about and what we've come to you with a request
17 that you honor, that the agreement does not appear to
18 follow the policy that we had originally agreed upon,
19 which was to open up brand-new opportunities for
20 businesses that are indeed qualified but have not been
21 at the airport and have not been Host employees to bid
22 and to actually win some of these opportunities.

23 MR. TURPEN: Thank you.

24 COMMISSIONER MATTISON: Thank you.

25 COMMISSIONER MURPHY: Okay.

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of research and may lead to further developments in the future.

5. The fifth part of the document concludes the study. It summarizes the main findings and provides a final statement on the importance of the research.

1 COMMISSIONER MATTISON: Another fine mess
2 you've gotten us into.

3 COMMISSIONER MURPHY: No, actually, at
4 least from one Commissioner's point of view, I think .
5 we are doing just fine. And I think we better go back
6 and look at the process as has been suggested and I
7 think Ms. Tong is just what we were looking for.

8 I'll move.

9 COMMISSIONER MATTISON: I do have a
10 couple of comments, because I'm not sure if we're
11 closing the lid on this completely yet. I am
12 concerned still about the question of, is the, I
13 guess, admitted misunderstanding that Host employees
14 would be involved in the pool of selection.

15 Under no conditions would I suggest that
16 we undo the awards that were given. I think
17 absolutely, and I'm totally comfortable with the
18 process, it's not surprising me at all how the process
19 went. I think it shows integrity, it shows accuracy
20 in scoring and it also places people on the final
21 interviews in which people have a chance to really
22 articulate their plans and show their qualities, and I
23 absolutely think we are on track with the selection
24 the committee came up with so far.

25 I'm a lot more concerned about the

1 continuing process in the absence of clarifying this,
2 this confusion or this possible misinterpretation on
3 my part early on, that Host employees were really
4 excluded from this pool. It's actually a pretty
5 creative suggestion that Host certainly should be
6 invited to bring its employees into entrepreneurial
7 ownership programs and to put them in places of
8 economic responsibility at the airport and start with
9 businesses, but I'm intrigued by the notion that it
10 may be appropriate that Host employees so selected
11 should not be included for this quota that we have.

12 I'm concerned that we're kind of
13 subjected to a gotcha in the documentation phase here,
14 because in reading the documentation I certainly
15 garnered the very strong impression that no Host
16 employee would be involved in the pool and I guess if
17 I were to read the document with a micro -- with a
18 magnifying glass I would certainly pick out the
19 disclaimer at the end that said, you know, without
20 prior written consent, the kind of documentation art
21 form that I think maybe gave rise to some of the
22 confusion.

23 So I'm disturbed about that. I
24 absolutely would second and vote in concurrence with
25 the initial selections because I feel very good about



1 the quality of the people and certainly dealing with
2 the legal basis on which to challenge the award given
3 so far, but I would be interested in Commissioner's
4 feelings about the pool of applicants from this
5 proposal.

6 COMMISSIONER MURPHY: I would love to see
7 the pool of opportunities increased. I certainly
8 believed that no officer of Host was going to be with
9 more potential.

10 MR. TURPEN: Or manager.

11 COMMISSIONER MURPHY: Or manager,
12 somebody as a manager, somebody at that level.
13 Somebody who is employed at the level of Ms. Tong,
14 frankly with those test scores just hadn't occurred to
15 me, but as I listen to Ms. Tong this morning, as I
16 said I think that's the type of person we were trying
17 to get. And I guess I'd like to see the process taken
18 back and massaged a bit like Ms. Hernandez comments,
19 and see what we can do with them.

20 MR. TURPEN: Fine.

21 COMMISSIONER MURPHY: But I think on the
22 first three I think we're successful.

23 MR. TURPEN: We'd be happy to do it.

24 COMMISSIONER JEANPIERRE: I think I
25 pretty much go along with what you're saying. That



1 was one of the things that we really had to consider
2 and I could see where an individual who would work
3 very closely with this process who would appear to
4 have a leg up to this particular process.

5 I think the comments made by
6 Ms. Hernandez were good, and in fairness to the Host
7 employees, they of course should be allowed an
8 opportunity to involve themselves, but unfortunately
9 they are working for the company that is letting the
10 employees, letting the cards in. I think the intent
11 of this was to permit as many other ethnics as
12 possible to participate in this opportunity of
13 concessions out there.

14 Going forward, I definitely would be
15 interested in hearing what the staff has to say in
16 connection with this and how they feel and we need to
17 go forward in this process.

18 I myself do not think that the Host
19 employee should participate in the remaining eight or
20 nine concessions and that in consideration with what
21 Ms. Hernandez said maybe that should be explored a
22 little bit further. It would be on the purview of the
23 staff, so as far as that, I can't speak to that at
24 this time.

25 COMMISSIONER MATTISON: I don't think

2. The second part outlines the specific procedures for recording and reporting these activities. It details the steps involved in data collection, analysis, and the preparation of reports for management review.

3. The third part addresses the role of the management team in overseeing the implementation of these procedures. It stresses the need for regular communication and collaboration between the management and the operational staff.

4. The fourth part discusses the importance of training and development for the staff involved in the recording and reporting process. It highlights the need for ongoing education to ensure that the staff are up-to-date with the latest practices and technologies.

5. The fifth part concludes the document by summarizing the key points and reiterating the commitment to maintaining high standards of accuracy and transparency in all organizational activities.

1 we're questioning the integrity of Host in this
2 matter, but possibly it can be granted from the
3 arguments we talked about a little bit, but if we just
4 send, we just send a tough signal to the community if
5 the process is not absolutely without question, above
6 any sense of this sort of fairness criteria and I
7 really think that's the problem we got, is that we
8 just can't afford to send the kind of signal that says
9 there's room for some unconscious bias, or
10 subconscious bias.

11 COMMISSIONER MURPHY: Well, it's the old
12 song about the process not only has to be fair but has
13 to appear to be fair.

14 MR. TURPEN: We would be happy to come
15 back to the Airports Commission after having gone
16 through some of the documentation.

17 COMMISSIONER HO: I think what happened
18 here, I think is that, you know, we somewhat, if it's
19 not appeared to be fair or whatever, I think someone
20 screwed up, okay. And I think that should be judged
21 before the fact, as much as we can do before the fact,
22 rather than penalize someone who's playing by the
23 rules, than after the fact. So I think we definitely
24 need to look at the process. I'm sure that it's fair,
25 it appears fair.



1 COMMISSIONER MATTISON: With that said I
2 would like to enthusiastically second the motion and
3 congratulate the awardees.

4 COMMISSIONER MURPHY: Vote.

5 SECRETARY CARAMATTI: Commissioner
6 Murphy.

7 COMMISSIONER MURPHY: Yes.

8 SECRETARY CARAMATTI: Commissioner
9 Mattison.

10 COMMISSIONER MATTISON: Yes.

11 SECRETARY CARAMATTI: Commissioner
12 Jeanpierre.

13 COMMISSIONER JEANPIERRE: Yes.

14 SECRETARY CARAMATTI: Commissioner Ho.

15 COMMISSIONER HO: Yes.

16 SECRETARY CARAMATTI: Item 4.
17 Authorization for Pre-Bid Conference Boarding Area "E"
18 Principal Concession Retail Lease.

19 MR. TURPEN: This lease began in 1988.
20 This will be a re-bid of a principal concession
21 opportunity. This is an authorization for pre-bid
22 conference where staff will solicit interested parties
23 attendance at a meeting to discuss this opportunity.

24 COMMISSIONER JEANPIERRE: So this is just
25 step one?



1 MR. TURPEN: Exactly right.

2 COMMISSIONER JEANPIERRE: Move.

3 COMMISSIONER MURPHY: Second.

4 SECRETARY CARAMATTI: Commissioner
5 Murphy.

6 COMMISSIONER MURPHY: Yes.

7 SECRETARY CARAMATTI: Commissioner
8 Mattison.

9 COMMISSIONER MATTISON: Yes.

10 SECRETARY CARAMATTI: Commissioner
11 Jeanpierre.

12 COMMISSIONER JEANPIERRE: Yes.

13 SECRETARY CARAMATTI: Commissioner Ho.

14 COMMISSIONER HO: Yes.

15 SECRETARY CARAMATTI: Item 5. Award of
16 Contract No. 1723B Firehouse No. 2 Replacement
17 Project - Professional Services.

18 COMMISSIONER MATTISON: I would like to
19 ask for permission both to excuse me from voting on
20 this matter. I have relations with this firm and I
21 feel it would be an appearance of conflict if I voted
22 on that.

23 COMMISSIONER MURPHY: Okay. So moved.

24 COMMISSIONER JEANPIERRE: Second.

25 COMMISSIONER MURPHY: Vote.



1 SECRETARY CARAMATTI: Commissioner
2 Murphy.

3 COMMISSIONER MURPHY: Yes.

4 SECRETARY CARAMATTI: Commissioner
5 Jeanpierre.

6 COMMISSIONER JEANPIERRE: Yes.

7 SECRETARY CARAMATTI: Commissioner Ho.

8 COMMISSIONER HO: Yes.

9 MR. TURPEN: This item is to replace
10 Firehouse 2. One hundred eighty requests for
11 qualifications were sent out, as is indicated in your
12 package, of which the airport received 26 responses,
13 all of which were MBWBE status and we would be pleased
14 to recommend the award of this contract to Group 4.

15 COMMISSIONER MURPHY: Move.

16 COMMISSIONER JEANPIERRE: Second.

17 SECRETARY CARAMATTI: Commissioner
18 Murphy.

19 COMMISSIONER MURPHY: Yes.

20 SECRETARY CARAMATTI: Commissioner
21 Jeanpierre.

22 COMMISSIONER JEANPIERRE: Yes.

23 SECRETARY CARAMATTI: Commissioner Ho.

24 COMMISSIONER HO: Yes.

25 SECRETARY CARAMATTI: Item 6. Selection



1 of Annual Report Contractor.

2 MR. TURPEN: As the Commission is well
3 aware, we have historically prepared an annual report.
4 This recommendation is for Morla Design to produce the
5 Airport's 1992 annual report.

6 COMMISSIONER MURPHY: Move.

7 COMMISSIONER JEANPIERRE: Second.

8 SECRETARY CARAMATTI: Commissioner
9 Murphy.

10 COMMISSIONER MURPHY: Yes.

11 SECRETARY CARAMATTI: Commissioner
12 Mattison.

13 COMMISSIONER MATTISON: Yes.

14 SECRETARY CARAMATTI: Commissioner
15 Jeanpierre.

16 COMMISSIONER JEANPIERRE: Yes.

17 SECRETARY CARAMATTI: Commissioner Ho.

18 COMMISSIONER HO: Yes.

19 SECRETARY CARAMATTI: Item 7. Request
20 for Proposal of an Airport Medical Examiner.

21 MR. TURPEN: This involves two steps.
22 One step is a three-month extension of a current
23 contract to allow the airport staff to go out with a
24 request for proposals for an airport medical examiner
25 and I'd recommend your approval.

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1 COMMISSIONER MURPHY: Move.

2 COMMISSIONER JEANPIERRE: Second.

3 COMMISSIONER HO: Is this the one down
4 there?

5 MR. TURPEN: No, no, this is totally
6 different.

7 COMMISSIONER MURPHY: Vote.

8 SECRETARY CARAMATTI: Commissioner
9 Murphy.

10 COMMISSIONER MURPHY: Yes.

11 SECRETARY CARAMATTI: Commissioner
12 Mattison.

13 COMMISSIONER MATTISON: Yes.

14 SECRETARY CARAMATTI: Commissioner
15 Jeanpierre.

16 COMMISSIONER JEANPIERRE: Yes.

17 SECRETARY CARAMATTI: Commissioner Ho.

18 COMMISSIONER HO: Yes.

19 SECRETARY CARAMATTI: Item 8. Action re
20 Service Employees International Union Local No. 1877
21 versus American Building Maintenance Co./Ampco Parking
22 Co.

23 MR. TURPEN: Okay.

24 COMMISSIONER MURPHY: Why don't you give
25 us a quick overview.

1 MR. TURPEN: Yeah. The Airports
2 Commission is in receipt of a verified complaint filed
3 by Service Employees International Union Local No.
4 1877 versus American Building Maintenance Ampco
5 Parking. The complaint was filed pursuant to San
6 Francisco Administrative Code Section 6.1-3.

7 S.E.I.U. alleges that Ampco is not paying
8 its janitorial and custodial employees the applicable
9 prevailing wage as provided under this section. The
10 Airports Commission is required to take action to
11 refer the complaint to the Civil Service Commission
12 for a determination of the prevailing wage rate for
13 janitorial and custodial workers.

14 This agenda item takes that action. The
15 Civil Service Commission has 60 days under the
16 legislation to -- is it 45? -- 45 days, I'm sorry,
17 under the legislation to return with a determination
18 of prevailing wage at which time and dependent upon
19 their determination, the Airports Commission may be
20 obligated to take further action with respect to the
21 terms and conditions of the contract.

22 COMMISSIONER MATTISON: So you're just
23 after a motion to refer this to --

24 MR. TURPEN: This is simply an action to
25 refer as is required by the legislation.

4. The fourth part of the document discusses the implications of the findings. It suggests that the results of the study have significant implications for the field of research and may lead to further developments in the future.

5. The fifth part of the document concludes the study. It summarizes the main findings and reiterates the importance of the research. It also includes a list of references to the sources used in the study.

1 COMMISSIONER MURPHY: All right. We have
2 one speaker on this issue. Barry Schneider of Ampco
3 Parking.

4 MR. SCHNEIDER: Thank you.
5 Commissioners, I'll be very brief. I'm not here to
6 debate this issue. Clearly, if it goes to the Civil
7 Service Commission that's the forum where it should be
8 discussed, but I -- as is the case, often is the case
9 in these matters, there's a lot of disinformation
10 that's going around and I just wanted to go on the
11 record very briefly to correct some of those issues.

12 First of all I want to say that Ampco
13 Parking is the contractor. We operate the parking and
14 taxi concessions out there. We have a subcontractor
15 which is ABM that handles the janitorial services in
16 the garage facility out there.

17 COMMISSIONER MURPHY: Is that your parent
18 corporation?

19 MR. SCHNEIDER: They're a sister company.
20 Parent corporation is ABMI, sister company is ABM
21 janitorial. Whatever the Civil Service Commission
22 decides, and ultimately you decide, will not impact
23 Ampco Parking because of the nature of our contract.
24 We -- it's a me too contract, management style
25 contract, it will impact the cost of doing business

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

5. The fifth part of the document concludes the study. It summarizes the main findings and provides a final statement on the importance of the research.

1 for the airport, dollar for dollar.

2 But in terms of the disinformation this
3 is not an ABM issue or an Ampco issue. The union here
4 has represented these employees, to my knowledge, for
5 approximately 20 years through four janitorial
6 companies. We're the fourth during that period of
7 time. They have negotiated in good faith, we have
8 negotiated and signed an agreement. All we did when
9 ABM came in 11 months ago was sign essentially what is
10 called a me too. In fact, we inherited 23 of the 25
11 employees out there.

12 Secondly, the union is passing
13 information that suggests that ABM doesn't pay
14 benefits, which is patently wrong. They pay health
15 and welfare, they pay vacation, they pay sick leave,
16 they pay funeral leave and they pay holiday pay, so I
17 wanted to clear up that perception.

18 Thirdly, whether it's ABM or the XYZ
19 janitorial company, every janitorial company before us
20 and every janitorial company that would bid on this
21 bids under the same collective bargaining agreement.
22 It pays the same wages, etc. Again, it's not an ABM
23 issue. I want to dispel the perception that ABM came
24 in 11 months ago and has created these union problems
25 out there. It is just not the case.



1 Fourth, this is a subcontract, again. As
2 a subcontract, much like a construction contract, the
3 janitorial companies use the San Mateo County
4 workforce; therefore, they pay the same, they fall
5 under the San Mateo county prevailing wage, which by
6 the way, ABM pays close to 50 percent more than the
7 benefit package and wage package required by the San
8 Mateo prevailing wage issue.

9 COMMISSIONER MURPHY: Mr. Schneider, I'm
10 gonna have to tell you we have a three, ordinarily we
11 have a three-minute rule, which has been waived a bit
12 this morning. I don't know that we have much
13 discretion on what's before us this morning.

14 MR. TURPEN: No.

15 COMMISSIONER MURPHY: And before -- I
16 know you'd like to set the record straight and there
17 are now a couple of people who would like to come and
18 set you straight. We're gonna be at it all morning if
19 we don't watch it and we have two public hearings
20 coming up. So if you can sum up.

21 MR. SCHNEIDER: Well, in summary then,
22 just very briefly. Thank you. I think it's an
23 important issue and I'm just saying that Ampco, again,
24 who's representing the airport in a sense here would
25 like to participate in a solution to the problem and



1 that includes working with staff, either Civil Service
2 staff or this staff, to try to get the matter
3 straight.

4 COMMISSIONER MURPHY: Okay. Thank you.
5 Okay. Ms. Kessler.

6 MS. KESSLER: Hi, I'm Shelly Kessler.
7 I'm with the Airport Labor Coalition and also the San
8 Mateo Central Labor Counsel. We represent the workers
9 organized workforce out at the airport. Just for the
10 record, I agree with you, sir, that this is really not
11 within the purview of this body at this time because
12 in the main what we want the Airport Commission to do
13 is to refer this issue to the Civil Service Commission
14 to make the determination about the prevailing wage
15 classification for janitors working in and around the
16 airport.

17 Contrary, the only thing I was gonna set
18 the gentleman, that just spoke previously, straight on
19 is that it is under the Civil Service Commission's
20 purview to set those wage rates and standards for
21 workers at the airport. It is not, we would love it,
22 but it is not necessarily within the San Mateo
23 County's purview to do so. That is the legal
24 definition that is within the ordinance. So that's
25 all we're asking you to do today is just proceed with



1 the process, let the Commission make a determination,
2 it will come back to you eventually for your final
3 determination and at that point in time we can have
4 further discussion here in the public. Thank you.

5 MR. TURPEN: Thank you.

6 COMMISSIONER MURPHY: Ms. Starbird.

7 MS. STARBIRD: Hi, my name is Ellen
8 Starbird. I'm representing Local 1877 and I filed a
9 complaint. Just a clarification. Many of the union
10 members who are out at the airport now do live in San
11 Francisco. Most of them in fact. Included in this
12 Civil Service determination for janitorial that I
13 included in my complaint is also considered the San
14 Mateo prevailing wage standard that's taken into your
15 factors already, and we're hoping that that's the
16 determination that the Civil Service Commission will
17 use. Since they've already done it, there's no need
18 to, in our opinion, to do it twice.

19 The current company does not pay 50
20 percent more benefits than that, and indeed they have
21 not. They've been charging the janitors parking,
22 which none of the other contractors ever were
23 audacious enough to do, and have not paid the
24 vacations in accordance with the seniority accrued to
25 those members as per our agreement.



1 So in terms of benefits, those continue
2 to be outstanding problems which we hope you will
3 consider when you consider your make-whole ready
4 remedy, and, again, the contract negotiations are
5 supposed to be considered not at all in terms of
6 making a prevailing wage determination as per the
7 wording of the ordinance, which I'm sure you're all
8 aware of.

9 MR. TURPEN: Thank you.

10 MS. STARBIRD: Thanks.

11 COMMISSIONER MURPHY: Okay. Move.

12 COMMISSIONER MATTISON: Second.

13 COMMISSIONER MURPHY: Vote.

14 SECRETARY CARAMATTI: Commissioner
15 Murphy.

16 COMMISSIONER MURPHY: Yes.

17 SECRETARY CARAMATTI: Commissioner
18 Mattison.

19 COMMISSIONER MATTISON: Yes.

20 SECRETARY CARAMATTI: Commissioner
21 Jeanpierre.

22 COMMISSIONER JEANPIERRE: Yes.

23 SECRETARY CARAMATTI: Commissioner Ho.

24 COMMISSIONER HO: Yes.

25 SECRETARY CARAMATTI: Item 9. Protocol



Officer Contract.

MR. TURPEN: This item would continue the liaison function which has existed between the City Protocol Marketing Operation of the airport special events, VIP staff, and I recommend it to you.

COMMISSIONER MURPHY: Move.

COMMISSIONER JEANPIERRE: Second.

COMMISSIONER MURPHY: Vote.

SECRETARY CARAMATTI: Commissioner
Murphy.

COMMISSIONER MURPHY: Yes.

SECRETARY CARAMATTI: Commissioner
Mattison.

COMMISSIONER MATTISON: Yes.

SECRETARY CARAMATTI: Commissioner
Jeanpierre.

COMMISSIONER JEANPIERRE: Yes.

SECRETARY CARAMATTI: Commissioner Ho.

COMMISSIONER HO: Yes.

SECRETARY CARAMATTI: Next you have the
Consent Calendar.

MR. TURPEN: By exception if the
Commission has any question on this; otherwise I'd
recommend it.

COMMISSIONER JEANPIERRE: Move.



1 COMMISSIONER MURPHY: Second. Vote.

2 SECRETARY CARAMATTI: Commissioner

3 Murphy.

4 COMMISSIONER MURPHY: Yes.

5 SECRETARY CARAMATTI: Commissioner

6 Mattison.

7 COMMISSIONER MATTISON: Yes.

8 SECRETARY CARAMATTI: Commissioner

9 Jeanpierre.

10 COMMISSION JEANPIERRE: Yes.

11 SECRETARY CARAMATTI: Commissioner Ho.

12 COMMISSIONER HO: Yes.

13 SECRETARY CARAMATTI: Next you have your

14 first Public Hearing Item on Amendments and Additions
15 to the Airport's Rules and Regulations Including
16 Changes to the Permit Regulations Governing Limousine
17 Operations.

18 MR. TURPEN: This matter is a
19 continuation of a previous --

20 COMMISSIONER MURPHY: This hearing was
21 already opened was it not?

22 MR. TURPEN: That is correct. That is
23 correct. This hearing continues at the request of
24 the, I believe you have a letter from the taxicab, I
25 believe the Commission --

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

5. The fifth part of the document concludes the study. It summarizes the main findings and provides a final statement on the importance of the research.

1 COMMISSIONER MATTISON: The United Taxi
2 Cab Workers.

3 MR. TURPEN: -- yeah, United Taxicab
4 Workers. It was at their request, Commissioner's,
5 that we continue this hearing. Their letter indicates
6 that they would endorse our attempts to put these
7 rules and regulations in to place and, therefore, I,
8 unless there are any other speakers, I'd recommend
9 that we take this matter under advisement for future
10 action by the Commission.

11 COMMISSIONER MURPHY: Any speakers?

12 MR. O'NEILL: Good morning,
13 Commissioners. My name is Clifford O'Neill. I'm with
14 the, I'm the coordinator for the United Taxicab
15 Workers, and we're affiliated with CWA and I just
16 wanted to take this opportunity publicly to thank you
17 for putting this off for two weeks. It gave us an
18 opportunity to speak with the airport, speak with
19 Captain O'Malley and we support the proposals. Thank
20 you.

21 COMMISSIONER MURPHY: Thank you very
22 much, Mr. O'Neill. Is that all? All right, I'll
23 declare the public hearing closed.

24 MR. TURPEN: And we will come back before
25 the Commission as to a later date.

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

5. The fifth part of the document concludes the study. It summarizes the main findings and provides a final statement on the importance of the research.

1 SECRETARY CARAMATTI: Next you have a
2 Public Hearing Item to Amend Noise Abatement
3 Regulation.

4 COMMISSIONER MURPHY: This is Item, which
5 one?

6 MR. TURPEN: Item 20, of lease --

7 SECRETARY CARAMATTI: It is Item 20, sir.

8 MR. TURPEN: Yes, it's an amendment to
9 the airport's rules and regulations, particularly the
10 airport's Noise Abatement Regulation in response to
11 the 707 decision.

12 This amendment basically is in response
13 to the final ruling of the Ninth Circuit, an accused
14 707 case. Section 4A of the regulation, it was ruled
15 that Section 4A of the San Francisco Regulation
16 unjustly discriminated against those types of Stage
17 Two Aircrafts, which had not operated at San Francisco
18 before January 1, 1985.

19 If the Commission will recall, the rule
20 said that if you were not noise compliant by January
21 1, 1985, you could not operate at SFO and had to seek
22 a subsequent variance. That was the case with the
23 aircraft, the 707 aircraft in question. After that
24 date the 707 was retrofitted to meet Stage Two noise
25 standards. They came before the Airports Commission,



1 the Airports Commission denied that waiver and cast us
2 into the litigation which ensued.

3 At this point as a result of the court
4 decision, it is our recommendation that we strike
5 Section 4A from the noise regulation. This public
6 hearing is to take comment on that action before the,
7 you know, for the Airports Commission's consideration
8 before making final a decision.

9 COMMISSIONER MATTISON: Okay.

10 COMMISSIONER MURPHY: Declare the Public
11 Hearing open. Any speakers?

12 MR. TREACY: I'm Timothy Treacy. I'm the
13 chairman of the airport's --

14 COMMISSIONER MURPHY: Would you come up,
15 Mr. Treacy. You hardly need to introduce yourself.

16 MR. TREACY: Yes. I have come here to
17 address the next public hearing, but our only comment
18 is, of course, we've been involved with this all the
19 time with the noise regulations and we're not clear
20 what changes are being proposed and we'd like some
21 opportunity to review these and comment on them.
22 That's my only concern. I saw this item on the
23 agenda, but I'm not exactly aware of what's going on.

24 MR. TURPEN: I would be happy to meet
25 with Mr. Treacy later or talk to him about it.



1 Essentially, there is only one section of the reg and
2 that section deals with any aircraft which was not
3 noise certificated before 1-1-85, that today in 1992
4 is a relatively thin market of aircraft compared to
5 what it was in 1985 and 1986.

6 MR. TREACY: All right. Well --

7 COMMISSIONER MURPHY: I think the point,
8 Mr. Treacy, is that what we were looking for is now
9 essentially irrelevant. We may have lost the battle
10 and won the war.

11 MR. TREACY: All right.

12 COMMISSIONER MURPHY: Okay. No other
13 speakers on this subject? All right. I declare the
14 hearing closed. Is there any other business today?

15 MR. TURPEN: No, permit us just to come
16 back and --

17 COMMISSIONER MURPHY: Okay.

18 MR. TURPEN: Please, Commissioner.

19 SECRETARY CARAMATTI: Next is Item 21.
20 Hearing on the Airport Master Plan, and we also have
21 Item 1, which is the Master Plan Public Workshops
22 Verbal Report.

23 MR. TURPEN: I've asked, or it was
24 suggested that --

25 COMMISSIONER MURPHY: This is part of the

1 record of the hearing?

2 MR. TURPEN: Yes. Yes.

3 COMMISSIONER MURPHY: All right. Okay,
4 declare the Hearing on the Item 21 on the Airport
5 Master Plan open.

6 MR. TURPEN: Before I start, before we
7 start, Members of the Commission are well aware that
8 the airports had two public workshops in the last week
9 or so, the last one, the second one being last night.
10 Mr. Costas was the coordinator for those workshops and
11 I've asked him to come before you today and give you
12 an update and a briefing on what has transpired to
13 date.

14 MR. COSTAS: Thank you. Good morning,
15 Commissioner's. As Mr. Turpen indicated we've had two
16 workshops on the proposed Airport Master Plan, one on
17 June 10, at the airport itself, and one on June 15, at
18 the South San Francisco Municipal Services Building.

19 The purpose of these workshops was to
20 give the additional opportunity to the public to
21 express their concerns about whatever concerns they
22 may have as a community with the Airport's Master Plan
23 Program, and an opportunity for them to help establish
24 goals, some objectives or additional mitigation
25 measures for the Airports Commission to consider



1 before final action is taken on the Master Plan.

2 The forum of the workshops was typical of
3 previous workshops, where we asked the public to fully
4 participate and we only coordinated where specific
5 issues or items were brought up, identified and
6 working groups were formed, items were discussed and
7 at the end of the session the total public and airport
8 staff were advised that of the, in fact, the results
9 of that group workshop.

10 At the first workshop there were three
11 main areas of concerns. First was noise and the noise
12 impacts associated with aircraft as a result of
13 increasing operations at the airport. The second was
14 transportation and traffic congestion. The concern
15 was the increase in vehicle traffic associated with
16 passenger increases. And the last was housing,
17 particularly that the program would induce or would
18 result in additional housing out in the communities,
19 and the concern of how to accommodate those housing
20 units.

21 At the first workshop on the noise, in
22 your summary report, we were able to give a report on
23 that since it was about a week ago, and you have that
24 in your package on the Director's Report under
25 Attachment A. There's a list of 20 conditions that

2. The second section focuses on the role of communication in project management. It argues that clear and consistent communication is the key to ensuring that all team members are aligned with the project's goals and objectives. The author provides several practical tips for improving communication, such as holding regular meetings and using collaborative platforms.

3. The third part of the document addresses the challenges of time management. It acknowledges that time is a limited resource and that effective time management is crucial for meeting deadlines and achieving success. The text offers strategies for prioritizing tasks and avoiding procrastination, highlighting the importance of setting realistic goals and deadlines.

4. The fourth section discusses the importance of risk management. It explains that identifying and mitigating potential risks is a critical component of any project or business plan. The author provides a framework for assessing risks and developing contingency plans to minimize their impact.

5. The fifth part of the document explores the concept of innovation and its role in driving growth and progress. It encourages readers to think creatively and embrace new ideas, while also emphasizing the need for a supportive environment that fosters innovation. The text discusses various factors that can hinder innovation and offers suggestions for overcoming these barriers.

6. The sixth section focuses on the importance of teamwork and collaboration. It argues that no individual can achieve great things alone and that the success of any project or organization depends on the collective effort of its members. The author provides advice on how to build a strong team and foster a culture of collaboration.

8. The eighth section addresses the importance of ethical considerations in business and project management. It argues that ethical behavior is not just a moral imperative but also a practical necessity for long-term success. The author provides guidance on how to identify and address ethical issues in the workplace.

10. The final section of the document provides a summary of the key points discussed throughout the text. It reiterates the importance of maintaining accurate records, effective communication, time management, risk management, innovation, teamwork, continuous learning, ethical considerations, and flexibility. The author concludes by encouraging readers to apply these principles in their own work and to strive for excellence in all they do.

1 came out of the noise discussions, and they ranged
2 everything from expediting the noise insulation
3 program to establishing curfews on nighttime
4 operations.

5 Last night's workshop continued to work
6 with that list and it made it, and there was an
7 attempt to prioritize that list and the number one
8 item that came out last night was to expedite the home
9 insulation program. On Attachment B there's a
10 description of the transportation discussions. And on
11 the transportation the number of the items that were
12 addressed ranged again from creating off-airport
13 terminals, to, in fact, encouraging high-speed bullet
14 trains being constructed and built and running from
15 San Francisco to Los Angeles.

16 Last night there was still some focus on
17 the airport financially participating in transit
18 systems as part of the Master Plan Program.
19 Suggestions were made that ranged from taking a
20 percentage of parking revenues to apply those
21 off-airport transit systems to taking a percentage of
22 the airport taxes that are paid to San Mateo County to
23 in fact subsidize these transit systems.

24 The other goal that was touched upon last
25 night dealt with the airport having a very stringent

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1 or a higher goal in transportation system management
2 other than some of the outside communities.

3 The last item and subject was of housing.
4 Attachment C covers some of the items there and the
5 focus on housing, and it seemed to be all the focus on
6 housing, was that the airport be somewhat responsible
7 to satisfy the need for these additional housing units
8 encouraged by the increase in employment at the
9 airport.

10 The focus on that responsibility came
11 under two or three categories and they were one
12 subsidies, either rental or mortgage subsidies for
13 housing, supporting a clearing house group to help
14 supply this housing and set up referral services.

15 Last night continued on with those same
16 goals that were set up on the 10th meeting, and tried
17 to quantify what those goals were for the Airports
18 Commission.

19 The next public workshop and the last one
20 will be on June 30th, in Burlingame City Hall and our
21 objective at that meeting will be to specifically
22 quantify each goal, under each major issue, in a
23 format, in a package, that we the staff can put
24 together and bring forth to the Airports Commission
25 before final action is taken on the Master Plan for

1 the airport's consideration of those additional
2 mitigations and goals.

3 And I'll be happy to answer any other
4 questions that Commission may have.

5 COMMISSIONER JEANPIERRE: Well, are these
6 well attended at those meetings?

7 MR. COSTAS: Commissioner Jeanpierre, the
8 first meeting had approximately 30 public members,
9 three of which were public officials in San Mateo
10 County. As I remember there was one from Millbrae,
11 one from Burlingame, and one from San Bruno.

12 Last night we had approximately 25 public
13 members and there were two public officials, one was
14 from South San Francisco, and the other from San
15 Bruno.

16 MR. TURPEN: And Brisbane.

17 MR. COSTAS: And Brisbane, I'm corrected
18 there were three last night, three.

19 COMMISSIONER JEANPIERRE: Key members?
20 Individuals who really expressed a concern over where
21 they stand on this?

22 MR. COSTAS: Yes, they have. Councilmen
23 and mayors.

24 MR. TURPEN: Thank you, John.

25 MS. CROSS: Would you tell us what time



1 that meeting is in Burlingame.

2 MR. COSTAS: It will be at seven o'clock.

3 COMMISSIONER MURPHY: Okay, we have some
4 members of the public who have asked to speak.

5 Mrs. Bracker, we'll start with you.

6 MRS. BRACKER: Dear Airport Commissioners
7 and President Murphy, I spoke at the public hearing at
8 the Planning Commission level and have noted many of
9 the changes that they made for which I wish to thank
10 them. I feel most people do regret there is seemingly
11 a need for expanding the airport and hope it will be
12 kept to the minimum limit being necessary, and that
13 business in San Francisco and San Mateo Counties
14 should quit actively pursuing more trade from foreign
15 countries and far away places. This is part of the
16 cause for the expansion needs.

17 Since a great many people are out of work
18 in this bay area and housing is so scarce and so
19 expensive, many residents feel that, in their opinion,
20 at least 75 percent of construction workers and
21 airport workers being hired must be specifically
22 specified to be hired only if they live within the bay
23 area close to the airport in order to furnish work and
24 for them to live in the homes they already occupy in
25 the bay area within commuting distance and this would



1 be a mitigation action in keeping with controlling of
2 air pollution and traffic congestion to a minimum
3 possible and would help solve all the housing problems
4 that a lot of people feel is going to happen.

5 Encourage use of oil and fuel freight
6 ships to deliver fuel and also ships for delivering
7 freight right to the airport, rather than to downtown
8 docks where it would have to be taken and be delivered
9 to the airport by truck, if this is a possible
10 solution.

11 The new terminal by the seaport, I don't
12 know the exact location, but they're going to put by
13 the bay, should accommodate them as well as ferry
14 boats filled with passengers from San Francisco,
15 Oakland and East Bay as a mitigation action to keep
16 air pollution down and lessen traffic congestion and
17 bad traffic accidents.

18 By having frequent delivery of fuels by
19 ship, it could cut down on any underground storage
20 needs, thus eliminating more ground contamination of
21 soils by leakage as is happening in many places in the
22 bay area.

23 The City of San Francisco has many parks
24 and green open-space areas with lots of trees; this
25 large airport does not. The vacant airport land west

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

5. The fifth part of the document provides a conclusion and a summary of the key findings. It reiterates the importance of the study and the need for continued research in this field.

6. The sixth part of the document includes a list of references and a bibliography. It cites the various sources used in the study and provides a comprehensive overview of the literature in this area.

7. The seventh part of the document includes a list of appendices and a glossary. It provides additional information and definitions for the terms used in the study.

8. The eighth part of the document includes a list of figures and a list of tables. It provides a detailed description of the visual elements used in the study.

9. The ninth part of the document includes a list of footnotes and a list of endnotes. It provides additional information and clarifications for the text.

10. The tenth part of the document includes a list of acknowledgments and a list of contributors. It expresses gratitude to the individuals and organizations that supported the study.

1 of Bayshore Freeway should have many trees planted
2 there to clean and help purify the air and help clear
3 out the poisonous carbon dioxide gas from the
4 congested roadways leading to the airport, as well as
5 airplane diesel fumes and helping to provide oxygen
6 also needed in such an area and to help screen out the
7 noise attenuation penetration to a great extent. This
8 is needed for existing homes areas, along with the
9 sound insulation program.

10 The vacant land itself helps to prevent
11 noise deflecting from the pavement and the buildings
12 to other areas, and also, preserves important storm
13 runoff drainage areas. These vacant lands are very
14 important for the airport to keep as lands to be used
15 only for needed airport use in the future and as
16 needed buffer lands between the airport and the
17 surrounding cities with as much open space as possible
18 retained. We might give you a little of it to build
19 on.

20 And I want to thank you for the
21 opportunity to express my opinions on a few subjects
22 regarding the airport mitigation possibilities, and I
23 had not intended to speak today, but I got to thinking
24 about it, I didn't have anything in writing on these
25 and I wanted to do it.

2. The second part outlines the various methods and tools used to collect and analyze data. It mentions the use of both traditional and modern techniques to gather comprehensive information about the organization's performance.

3. The third part describes the process of identifying trends and patterns in the data. It highlights the need for careful analysis to understand the underlying causes of any observed changes or fluctuations.

4. The fourth part focuses on the interpretation of the results and the formulation of conclusions. It stresses the importance of basing decisions on solid evidence and logical reasoning.

5. The fifth part discusses the implications of the findings and the potential for future research. It suggests that further studies could help to refine the current understanding and develop more effective strategies.

6. The sixth part provides a summary of the key points discussed throughout the document. It reiterates the main findings and the overall conclusions drawn from the analysis.

7. The seventh part offers some final thoughts and recommendations. It encourages the organization to continue to monitor its performance closely and to be open to new ideas and innovations.

8. The eighth part concludes the document with a statement of appreciation for the support and assistance provided by the relevant stakeholders.

9. The ninth part includes a list of references and sources used in the research. It provides a clear and concise way to cite the information used in the document.

10. The tenth part contains a list of appendices and supplementary materials. It provides additional information that supports the main text and offers further details on specific topics.

1 Thank you very much.

2 COMMISSIONER MURPHY: Thanks very much,
3 Mrs. Bracker.

4 COMMISSIONER JEANPIERRE: What I want to
5 know is, how about the new glass side. I'm merely in
6 front of these ice capades. We should have some trees
7 out there.

8 MRS. BRACKER: Big ones.

9 COMMISSIONER MURPHY: I think
10 Mrs. Bracker has felt that she had educated the prior
11 Airports Commission on open space and had to do it
12 over for the new group.

13 MRS. BRACKER: I might add that I've
14 lived there for 40 years right across from Pan Am
15 buildings.

16 COMMISSIONER JEANPIERRE: It makes sense.
17 You make sense. No question about it.

18 COMMISSIONER MURPHY: Okay. Leonard
19 Lundgren.

20 MR. LUNDGREN: Good morning,
21 Commissioners and Director Turpen. My name is Leonard
22 Lundgren. I'm representing Lakeside Property Owners
23 Association. Our Lakeside district extends from Sloat
24 Boulevard southward along 19th Avenue and Junipero
25 Serra Boulevard down to where the two boulevards meet



1 across from Park Merced. So we're mostly a northern
2 to southerly type district and we get the impact from
3 the airplanes as they fly overhead and I can be on
4 Ocean Avenue, up by Safeway at Dorado and Ocean Avenue
5 and look up towards City College and the airplanes are
6 flying over at any given time, whether it's morning or
7 afternoon. I can be at Stonestown and I can see the
8 airplanes flying. I can be driving on 19th Avenue,
9 coming home, usually in the afternoon, and I can see
10 airplanes flying over Lincoln High School and over
11 Sloat, at various times, San Francisco State
12 University, Park Merced, Brotherhood Way.

13 And at different times I'm down at
14 Tanforan in San Bruno shopping, and I can see the
15 airplanes flying overhead. It's like, Airport, the
16 movie. And I can be at Serramonte, I can see the
17 airplanes flying overhead. I know people at
18 Serramonte, that some have moved because of the noise.

19 So the big thing that we came up with
20 over the years, starting back in October of 1986 was
21 the impact from the increase air traffic from the
22 airport and starting with the elliptical air patterns
23 going across the city. So that did minimize the noise
24 impact, but then it hit everyone, and everyone really
25 got pretty shookup about it. So when Supervisor

1 Gonzalez was hearing it over the Excelsior District as
2 the airplanes are flying over towards City College and
3 then onto Stonestown and then to San Francisco State
4 University where there's a great impact of population
5 during the day at Stonestown and San Francisco State
6 University that many of us felt that something should
7 be done about the noise impact.

8 We've noticed that the airplanes are
9 flying too low. Even today, they seem to be higher
10 than in the past, but they're still flying low. We
11 can see them quite readily. It looks like they're
12 just a couple of levels above the Towers of Park
13 Merced, although it can be disillusioning in the
14 relationship of the airplane to those Towers, you can
15 still see it.

16 And we felt, over the years, that the
17 airplanes should take off quite fast and gain quite a
18 height pattern and then fly it over the bay and then
19 over Golden Gate Bridge and this way be flying over
20 the water because the fish don't vote, you know.

21 Supervisor Maher said that one time when
22 we went to the Board of Supervisors and somehow
23 there's the complaint about Alameda and Oakland
24 Airport using the pattern across the Golden Gate
25 Bridge, but if the height can be attained much higher

2. The second part outlines the various methods and tools used to collect and analyze data. It mentions the use of surveys, interviews, and focus groups to gather information from stakeholders. Additionally, it discusses the application of statistical software to process and interpret the collected data.

3. The third part describes the results of the data analysis. It highlights the key findings and trends observed, such as the increasing demand for certain services and the declining interest in others. These insights are used to inform strategic decisions and guide the organization's future direction.

4. The fourth part discusses the implications of the findings and the actions that need to be taken. It suggests that the organization should focus on improving its service quality and expanding its offerings to meet the growing demand. It also recommends implementing a robust monitoring and evaluation system to track progress and ensure continuous improvement.

5. The final part of the document provides a conclusion and a summary of the key points. It reiterates the importance of data-driven decision-making and the need for ongoing communication and collaboration among all stakeholders. The document ends with a call to action, urging everyone to work together to achieve the organization's goals and vision.

1 than what they have when they take off on their
2 initial takeoffs, I think that can be taken care of.
3 That would take care of the noise, and also take care
4 of the safety because some people go to bed and they
5 have a dream about the airplane hitting their home and
6 this comes from my area, from my neighborhood in
7 Lakeside. Another couple, we have an annual meeting
8 each February, and this couple on Holloway, near
9 Junipero Serra and 19th Avenue, come to me and they
10 say we sure hope you will still come to the Airport
11 Commission and tell them about our fears, about the
12 noise, and the height, and the safety.

13 This also leads to decentralization. I
14 think with a vision, this we came up with, with a
15 vision in the 21st century that if we can decentralize
16 our airport, because sometimes we keep thinking that
17 101 might be a double 101, and the viaducts that we
18 already have may be double viaducts or triple, in
19 order to take care of the traffic and we're on 19th
20 Avenue, which is California 1, and the traffic has
21 been increased quite a bit since the earthquake, and
22 that if this traffic keeps on going, decentralization
23 we feel is the answer. It will take care of 101, 280,
24 380, with all the increase in the traffic, with this
25 great vision in the 21st century, Half Moon Bay can be

1 our West Terminal, people can still get to San
2 Francisco, it might be a little bit further away, but
3 it will change the noise and the patterns, and it will
4 take care of the traffic and the pollution and so
5 forth, and the population also. One down at Moffitt
6 Field, and it doesn't have to be at those exact areas,
7 but somewhere near there. Our SFO would become the
8 main, or the central airport, and then one up in the
9 North Bay, Novato, for example, Hamilton Airforce,
10 former Hamilton Airforce Base, as an example. So we'd
11 have a North Terminal, I mean a north airport, we'd
12 have a west airport, a south airport, and a main
13 airport.

14 On 19th Avenue we see much traffic going
15 through, going up to Sonoma and to Napa. We see the
16 buses going by, we see all this traffic going on. So
17 we sure hope this is in response to the Master Plan
18 SFIA, May 7, 1992. Barbara Sahm, from the Planning
19 Commission or Planning Department did quite a job on
20 this and I had comments from the Lakeside Property
21 Owners on page 75 dealing with the decentralization,
22 and also page 289 dealing with the aircraft takeoff
23 procedures.

24 The responses were good, but sometimes I
25 feel that the response seems to be sort of backing up

1 what you want, or what is wanted in the Master Plan
2 instead of thinking about new ways of taking care of
3 things. Thank you very much.

4 COMMISSIONER MURPHY: Thank you.

5 COMMISSIONER MATTISON: Thank you

6 COMMISSIONER JEANPIERRE: Thank you.

7 MR. TURPEN: Thank you. Thank you.

8 COMMISSIONER MURPHY: Oh, Mr. Treacy.

9 MR. TREACY: Thank you, Mr. President. I
10 represent -- my name is Timothy Treacy. I'm
11 representing the San Francisco Airport Noise Committee
12 and also the Forest Hill Home Owners' Association.
13 Forest Hill is a group of some 700 homes just west of
14 Twin Peaks and it's some elevation above sea level.
15 We've been fighting this problem since 1987, as some
16 of you Commissioners are aware. While it's been an
17 educational process, it's also been one of generating
18 some despair.

19 We're disappointed that the thrust of the
20 Master Plan and the EIR that's been developed has been
21 to see a principal source of mitigation, the increased
22 use of Runway One. Runway One has seen increased use
23 since 1985, and the result is, of course, we've had a
24 noise shift from the Peninsula to over San Francisco.
25 This will, of course, be increased should the Master

1. The first part of the document is a letter from the President of the United States to the Congress, dated January 3, 1862. It is a very important document, as it contains the President's views on the state of the Union and the progress of the war.

2. The second part of the document is a report from the Secretary of the War Department, dated January 10, 1862. It contains a detailed account of the military operations of the Army during the year 1861, and also a statement of the condition of the Army at the beginning and end of the year.

3. The third part of the document is a report from the Secretary of the Navy Department, dated January 10, 1862. It contains a detailed account of the naval operations of the Navy during the year 1861, and also a statement of the condition of the Navy at the beginning and end of the year.

4. The fourth part of the document is a report from the Secretary of the Department of the Interior, dated January 10, 1862. It contains a detailed account of the operations of the Department during the year 1861, and also a statement of the condition of the Department at the beginning and end of the year.

5. The fifth part of the document is a report from the Secretary of the Department of the Treasury, dated January 10, 1862. It contains a detailed account of the operations of the Department during the year 1861, and also a statement of the condition of the Department at the beginning and end of the year.

1 Plan be adopted.

2 Unfortunately, the EIR recognizes this
3 problem but then refuses to acknowledge that there
4 will be environmental impact as a result. So we have
5 a lot of trouble with the EIR in this regard. If
6 you're going to accept the EIR, we believe that the
7 environmental impact on San Francisco as a result of
8 this noise shift should be recognized. We're also
9 disappointed that we've seen no real efforts by the
10 Commission, the staff, or the FAA to deal with the
11 noise problems as they've impacted our neighborhoods.
12 We've heard now for four or five years the noise
13 mitigation --

14 COMMISSIONER MURPHY: I can't just let
15 that one ride. We have spent an enormous amount of
16 time, enormous amount of money and enormous amount of
17 effort in having probably the most aggressive noise
18 regulation in the country, and if you've read the
19 airline's kicking and screaming to implement a quiet
20 Stage Two Aircraft and Stage Three Aircraft at a pace
21 which they at the FAA didn't want to do.

22 And I don't understand the comment that
23 we haven't made any effort to reduce noise. The one,
24 a lot of noise -- and I'm learning more about noise as
25 an issue than perhaps I'd want to -- but, I'm trying

The second part of the document provides a detailed overview of the company's financial performance over the past year, including a breakdown of revenue, expenses, and profit. It also includes a comparison of the company's performance to industry benchmarks and a discussion of the factors that have contributed to the company's success.

The third part of the document discusses the company's financial outlook for the next year, including a forecast of revenue, expenses, and profit. It also includes a discussion of the risks that could impact the company's financial performance and the strategies that the company is implementing to mitigate these risks.

The fourth part of the document provides a summary of the key findings of the financial review and a list of recommendations for improving the company's financial performance. It also includes a discussion of the role of the accounting department in ensuring the integrity of the financial data and the importance of transparency in financial reporting.

1 my best to understand it, but it seems to me that the
2 trend to quieter aircraft is something that benefits
3 everybody.

4 One of the complications of noise
5 mitigation is that it affects different people in
6 different ways. If you shift a runway, you know, it's
7 Lester Thurow's zero-sum society. Every time you
8 shift a little noise in one place, then it bothers
9 somebody else, and the one thing that I thought was
10 appreciated and understood is that the noise
11 regulation that we've had was to the benefit of
12 everyone.

13 MR. TREACY: Well, I think you put
14 your --

15 COMMISSIONER MURPHY: Including those who
16 live in Forest Hill.

17 MR. TREACY: I think you put your finger
18 on the problem. We keep talking, and you keep talking
19 about noise mitigation, and we recognize these efforts
20 that have taken place, but the reality is, a principal
21 part of the so-called mitigation, or mitigation, as
22 the word is so-called, has been to shift noise. So
23 there has been no reduction in noise. In fact, as the
24 flights increase, there's a net gain in noise.

25 We've borne the brunt of noise



1 mitigation, of noise mitigation through having these
2 flights shifted to our neighborhoods. Now that's a
3 reality that can't be denied. The monitor data
4 supports this, the traffic data on runway usage
5 supports it. And to keep applauding it, or saying, or
6 taking credit for noise mitigation is one thing, but
7 neither the Master Plan nor the EIR will recognize
8 that a fundamental component of the noise mitigation
9 has been to shift noise. And it's been to our
10 detriment, not only to our environmental detriment,
11 but I say to our economic detriment, and when this
12 plan is fully implemented, I think there will be
13 severe detriment in our neighborhoods.

14 We feel that alternatives -- noise
15 insulation being one of them -- should be explored and
16 our point in coming here again today is to urge that
17 you not adopt this plan or not adopt the EIR, until
18 our concerns are legitimately addressed, and we don't
19 feel they have been. We don't feel that shifting
20 noise from San Mateo to our neighborhoods is a
21 solution. And while we applaud the requirements about
22 Stage Three aircraft, the fact is that they, through
23 the increase and the numbers of flights and so forth,
24 they do add noise.

25 The Stage Three in themselves are not a

2. The second part outlines the various methods and tools used to collect and analyze data. It mentions the use of surveys, interviews, and focus groups to gather information from stakeholders. Additionally, it discusses the application of statistical analysis to interpret the collected data.

3. The third part describes the process of identifying trends and patterns in the data. It highlights the need for a systematic approach to data analysis, involving the identification of key variables and the use of appropriate statistical techniques.

4. The fourth part focuses on the interpretation of the results and the drawing of conclusions. It stresses the importance of considering the context of the data and the limitations of the study. It also mentions the need for clear communication of the findings to the relevant stakeholders.

5. The fifth part discusses the implications of the research findings for the organization's strategy and operations. It suggests that the results can be used to inform decision-making and to identify areas for improvement.

6. The sixth part provides a summary of the key points discussed in the document. It reiterates the importance of accurate record-keeping and the use of appropriate data analysis methods.

7. The seventh part concludes the document by expressing the hope that the findings will be useful to the organization and its stakeholders. It also mentions the possibility of future research in this area.

1 solution, due to this distinction. I don't want to go
2 into it to any lengthy discussion with it, between
3 single-event noise and the average levels that are
4 used upon which the merits of the Stage Three Aircraft
5 are based. But that's my point, and my purpose in
6 appearing today is simply to ask that you continue to
7 recognize that the reality is your shift, your
8 mitigation is essentially a noise shift. Thank you.

9 COMMISSIONER MURPHY: Okay. Thank you.

10 COMMISSIONER MATTISON: Thank you.

11 COMMISSIONER JEANPIERRE: Thank you.

12 MR. TURPEN: Thanks, Tim.

13 COMMISSIONER MURPHY: Nancy Jewel Cross.

14 Good morning.

15 MS. CROSS: Good morning, Commissioner
16 Murphy.

17 COMMISSIONER MURPHY: Nice to see you.

18 MS. CROSS: What did you say?

19 COMMISSIONER MURPHY: I said nice to see
20 you again.

21 MS. CROSS: Thank you. I enjoy seeing
22 you too. There's a number of changed faces.

23 I'm Nancy Jewel Cross, and I live in
24 Menlo Park and I speak here for Clean Air Transport
25 Systems. And I'm a professional in the field of



1 transport and air-quality solutions. I noticed that a
2 number of people are concerned about traffic and
3 transportation. And I will limit my scope of my
4 discussion here to what I see as some solutions that
5 the Airport Commission could start on in solving the
6 problems. In other words, as far as my three minutes,
7 I will skip over the problem description and start in
8 to the solution.

9 I believe the solutions can be
10 appropriately addressed now, not wait until the whole
11 plan is over, but start solving the things and show
12 that you have capability to address them as a way of
13 abating anxiety and concern, show your capabilities.

14 I have two proposals on the matter of
15 transportation. I started on these and I very
16 earnestly endeavor your -- also participation and some
17 of it you have already. I've come before your
18 Commission before about getting an airport station for
19 Caltrain, but some of you weren't here, so I'm asking,
20 I'm showing a graphic on this subject matter. I would
21 like to see the Airports Commission go to the State
22 Public Utilities Commission and ask formally and put
23 in an application for an airport station on your
24 property right opposite the mall, right now.

25 You've indicated, I got the indication

1 that you're prepared to fund such an airport station.
2 The cost would be very modest and also to have a
3 shuttle bus that goes across the ramps. The holdup to
4 date has been San Mateo County's position in
5 Metropolitan Transportation Commission, but the person
6 who was a head of that obstruction lost his public
7 office at the end of this year as a County Supervisor,
8 Tom Nolan, by requiring only 20 percent of the votes
9 of his party for congress and having given up his
10 Supervisor's seat to try it.

11 So there's gonna be some changes there
12 and I think if the airport was pro-active on this
13 instead of reactive, waiting for BART and the
14 decisions of some other empty seat, just start saying
15 we think the public's convenience and necessity
16 require a station there now and we'd like to have a
17 permission for the train to stop and we'll provide the
18 funding for it, modest funding, you said you would do
19 it anyway. You see, but the only difference is, don't
20 wait until MTC finishes all its BART discussions to do
21 it. Show that it works. Show that it abates traffic.

22 Now, the other thing is a matter of
23 getting access to the airport from, like, Daly City.
24 There's a good bus in San Francisco, Number 28, that
25 goes down 19th Avenue and could come to the airport,

2. The second part outlines the various methods and tools used to collect and analyze data. This includes both traditional manual methods and modern digital technologies, highlighting the advantages of each approach.

3. The third section focuses on the role of the management team in overseeing the data collection process. It stresses the need for clear communication and coordination between different departments to ensure that data is collected consistently and accurately.

4. The fourth part discusses the challenges faced during the data collection process, such as incomplete data, errors, and delays. It provides strategies to overcome these challenges and ensure that the data is reliable and usable for decision-making.

5. The fifth section describes the process of analyzing the collected data. This involves identifying trends, patterns, and anomalies, and using statistical methods to draw meaningful conclusions from the data.

6. The sixth part discusses the importance of data security and privacy. It outlines the measures taken to protect the data from unauthorized access, loss, or misuse, and ensures that the organization complies with relevant regulations and standards.

7. The seventh section discusses the use of data in decision-making. It highlights how the collected data is used to inform strategic decisions, optimize operations, and improve the overall performance of the organization.

8. The eighth part discusses the future of data collection and analysis. It explores emerging technologies and trends that will shape the way data is collected and analyzed in the coming years.

9. The final section provides a summary of the key findings and conclusions of the document. It reiterates the importance of data collection and analysis for the organization's success and provides recommendations for future actions.

1 and right now at ordinary times it goes on 12-minute
2 schedules. Really good, you know, frequent service
3 and it goes all night, which SamTrans doesn't do and
4 there's an overload of traffic, because SamTrans
5 hasn't really handled the job with suitable frequency
6 in the nighttime, especially.

7 And Muni has indicated, I've talked to
8 the Superintendent of Operations and also to their
9 planner, Peter Strauss, at the -- with the help of
10 Mr. Turpen, I met with, I had called a conference with
11 Sheldon Fein and Peter Strauss, their planner at the
12 airport. The agreement at the end of this discussion
13 was that Muni would send me some material about what
14 it had done so that we can work further.

15 Well, Muni's Peter Strauss didn't do what
16 he said. He asked, he started asking the airport for
17 money. I think that was premature. I think we need
18 to have a good plan, and the plan that, so far as he
19 did say, he anticipated making service every
20 half-hour. Well, that misses the point. We need a
21 frequent service and we need not take second in order
22 of service, you know, in a lower level of service just
23 because it didn't come from the county's honor.

24 As I see it we need to work with
25 communities in San Mateo County, the hospitals and

1 things to serve them, as well as the airport in the
2 process and the citizens there, and, of course, with
3 airport and Muni, but we can't just say, let Muni say,
4 give us money and then we'll do the job. It's got to
5 be a plan that's got the community in and the airport
6 and before any money is allocated, but we need your
7 support on this.

8 Maybe it would help to have a kind of a
9 liaison consultant, you know, limited job kind of a
10 thing to get the parties together and draft a plan of,
11 some kind of a draft plan about access through that
12 corridor to the airport and then with the CalTrain
13 station in the other corridor.

14 We're really attacking this economically.
15 So that's a message I have here and I'd be glad to
16 answer any questions about it. I can, well, I can
17 provide these consultant services and I see the need
18 and see what can be done. I certainly would like to
19 have you issue an RFP for anybody else that might want
20 the job, but I think something inexpensive that would
21 draw these parties together in an equitable way and
22 not simply give money to some operator to think up a
23 plan and do what they please.

24 MR. TURPEN: Thank you.

25 COMMISSIONER MURPHY: Thank you.

1 John Briscoe.

2 MR. BRISCOE: President Murphy and
3 members of the Commission, I'm John Briscoe. I
4 represent the Koll Company, which is a real property
5 development firm, and my client owns 27 acres of land
6 in South San Francisco and we're here to say we'd like
7 to help mitigate the housing impacts that you're
8 project is going to engender.

9 We're in favor of the airport expansion
10 and we have written the Planning Commission a rather
11 lengthy letter detailing what we believe are
12 deficiencies in the EIR, but never mind that unless
13 you want me to read you the letter.

14 The housing impacts that are, we feel,
15 inadequately treated in the EIR could greatly be
16 ameliorated by our client's proposal to develop
17 high-density housing in South San Francisco. So we
18 feel we can help this Commission. We have one
19 problem, however, and that is that this Commission has
20 entered into an agreement, just last year, with the
21 City of South San Francisco to pay up to a million
22 dollars a year if South San Francisco prohibits the
23 development of housing on these 27 acres.

24 Now it's understandable why this
25 Commission entered into that agreement, and I'm not

1 here to reopen that can of worms, but I think that
2 there are much healthier ways and much more mutually
3 satisfactory ways that we can look at our mutual
4 problems. You have a problem with what is often
5 referred to as a noise constituency. We've heard some
6 of that kind of comment today and I can certainly
7 understand this Commission and Mr. Turpen's desire not
8 to create a new noise constituency. But very recently
9 my office had a very interesting experience with the
10 Port of Oakland, a long-time client of my office. We
11 also happened to represent a real estate developer, a
12 residential developer in San Leandro, whose project
13 the Oakland Airport opposed vigorously. We were able
14 to work out a deal that we think is mutually
15 satisfactory, and I don't think anybody can say that
16 the Port of Oakland hasn't had experience with dealing
17 with noise problems because it has, perhaps not as
18 extensively as this airport, but it has, so it entered
19 into this agreement with it's eyes open knowing the
20 problems that it had previously with Harbor Bay Isle
21 and we'd like the opportunity to sit down with your
22 staff to see if something along the same lines can be
23 worked out here. I won't take any more of your time,
24 you've got extensive comments in the letter, but
25 that's our plea.

1 COMMISSIONER MURPHY: Well, I think you
2 know where the staff can be found and I'm sure they'll
3 be happy to talk with you.

4 MR. BRISCOE: Is the Commission
5 interested in vigorously pursuing some kind of a
6 resolution? You can see we've got a gun to our head
7 because if any of you is familiar with the real estate
8 market today, you know that warehousing, you know,
9 industrial uses just aren't gonna fly.

10 We're not. I don't pretend that my
11 client is simply a public-minded entity that wants to
12 build housing because that's what's most needed right
13 now, as it happens to be, but it's also the only thing
14 that's economically viable for that land. And we
15 can't. It's kind of hard to compete with a deal where
16 the City is being offered a lot of money to, you know,
17 to prevent the development of housing on our property.
18 We think we can work something out with you, that
19 you'll be happy with, that you'll be able to live
20 with. Where we have, we can do covenants, easements,
21 whatever, that will protect you from the kinds of
22 public irritation, let's say, that you don't want.
23 And you shouldn't have to have it. I think we can
24 work it out.

25 Is the Commission interested in pursuing

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

5. The fifth part of the document concludes the study. It summarizes the main findings and provides a final statement on the importance of the research.

1 this?

2 COMMISSIONER JEANPIERRE: Basically, we
3 have conflicting interests if you can convince the
4 staff members of some possibilities for this, we'll
5 see.

6 COMMISSIONER MURPHY: Lou, any comment on
7 this?

8 MR. TURPEN: No, I think that, I think
9 that the position of the Commission and the staff, or
10 the staff, and, ultimately, the Commission has been
11 quite clear with respect to this issue. On the other
12 hand, I have always said with respect to any issue
13 that our door is open. Staff level, I know the
14 Commission has always been receptive to hearing any
15 proposals that people might have and look at them
16 objectively. Clearly our concerns are well stated and
17 I believe that --

18 MR. BRISCOE: They're well understood.

19 MR. TURPEN: -- that Mr. Briscoe and his
20 client well understand our concern. Having said that,
21 in the generic sense my response is that we are always
22 prepared to sit down with people and talk to people
23 about any proposals they'd like to make.

24 COMMISSIONER MURPHY: This isn't a new
25 subject, of course, and your client has been to see me



1 and I tell him the same thing, which is go sit down
2 and make your proposal and we'll see what happens and
3 the result has been a parade of this and that being
4 thrown up, and certainly that what you outline is the
5 way to go at it. How it's gonna come out, I don't
6 know.

7 MR. BRISCOE: All right. Thanks very
8 much.

9 COMMISSIONER MURPHY: Yes. Thank you,
10 Mr. Briscoe.

11 MR. TURPEN: Thank you, Mr. Briscoe.

12 COMMISSIONER MURPHY: Mr. Kerwin.

13 MR. KERWIN: Good morning.

14 COMMISSIONER MURPHY: Good morning.

15 MR. KERWIN: Long time no see. Members
16 of the Commission, I'm Brad Kerwin. I'm the Mayor of
17 the City of Brisbane and the Vice-Chairman of the
18 Airport Lane Use Committee in the San Mateo County.

19 I have attended both of the workshops and
20 regularly attend the Roundtable Meetings, and at the
21 Roundtable Meeting, the last Roundtable Meeting,
22 Mr. Turpen specifically asked that during the course
23 of the workshops he hoped people would give very
24 specific recommendations for mitigation. So at the
25 Roundtable Meeting, because I've been working on

1 something separate and apart from the Master Plan, but
2 dealing with noise, which is one of the considerations
3 here, I've been working on a draft variance because
4 that's coming up at some point and there are some very
5 specific things in there and so I happen to have it
6 ready to pass out, so I passed it out at that time,
7 and I have copies for each of you.

8 That serves as a basis of some
9 recommendations that the Airport Lane Use Committee
10 has recommended to the City and County Association of
11 Governments, which will be meeting Thursday night.
12 They're recommendations that have gone forth from ALUC
13 dealing with noise, housing, and traffic congestion
14 and so forth.

15 But the noise recommendations are based
16 on the specifics of the language that's here. It was
17 drafted for a variance, but it would be very
18 appropriate to just lift that language virtually
19 intact and make it part of your Master Plan. I think
20 if the Commission were to do that, you would have done
21 what you are capable of doing to reduce and mitigate
22 the impacts of noise. So that's some specific data,
23 some specific mitigations grist for your mill.

24 COMMISSIONER MURPHY: Okay.

25 MR. KERWIN: I would like to comment on

1 the presence of City Council Members at the workshop.
2 The cities are trying to go through a process to be
3 responsive and originally had asked the Planning
4 Commission not to act as hastily as they did, figuring
5 it took 45 to 60 days perhaps to come up with a
6 reasoned response. Well, from the time we made that
7 request we're just about there at that point and I
8 think CK will have specific recommendations. Various
9 Council Members from a number of the cities, as well
10 as some staff people from cities that either did or
11 didn't have council members there, were present but I
12 think by and large the cities are trying to get there
13 collective act together. I think we're trying to act
14 responsibly and not be the dog in the manger. We want
15 to give you some specific things that will work.

16 Thank you.

17 COMMISSIONER MURPHY: Okay. Thank you,
18 Mr. Kerwin. Okay, I have no other speakers who have a
19 request and with respect to -- oops.

20 MR. KROUPA: May I?

21 COMMISSIONER MURPHY: Sure.

22 MR. KROUPA: My name is Charles Kroupa,
23 K-r-o-u-p-a. I'm a resident of San Francisco. First,
24 I have a brief question. The cost of the airport
25 expansion was estimated at 1.4 billion when it came

1. The first part of the document is a letter from the President of the United States to the Congress, dated January 3, 1801. It contains a report on the state of the Union and the progress of the government during the year 1800.

2. The second part of the document is a report from the Secretary of the Treasury, dated January 3, 1801. It contains a detailed account of the financial state of the government and the measures taken to improve it.

3. The third part of the document is a report from the Secretary of the Navy, dated January 3, 1801. It contains a detailed account of the naval operations and the state of the fleet.

4. The fourth part of the document is a report from the Secretary of the War, dated January 3, 1801. It contains a detailed account of the military operations and the state of the army.

5. The fifth part of the document is a report from the Secretary of the Interior, dated January 3, 1801. It contains a detailed account of the land and mineral resources of the United States.

6. The sixth part of the document is a report from the Secretary of the State, dated January 3, 1801. It contains a detailed account of the foreign relations of the United States.

7. The seventh part of the document is a report from the Secretary of the War, dated January 3, 1801. It contains a detailed account of the military operations and the state of the army.

1 out three years ago in the Master Plan, and the latest
2 I've heard from Ron Wilson is that it's up to 2.2
3 billion, which is a 57 percent increase. I'd like to
4 know is that an error in estimate three years ago, or
5 has the project been expanded?

6 MR. TURPEN: I believe the original
7 project was in the vicinity or the project is in the
8 vicinity of 1.7, 1.8 billion, and the rest of that is
9 financing charges. So the project is the same size,
10 but the financing charges are at --

11 MR. KROUPA: Financing over and above the
12 1.7?

13 MR. TURPEN: Yes. Yes.

14 MR. KROUPA: Half a billion for
15 financing? I think the entire process here has, is a
16 bit backwards. This is a huge undertaking and what
17 should have been done is to examine the entire bay
18 region and its air-transport requirements at the
19 outset, and have such an analysis Master Plan for the
20 region for airport infra structure, as well as air
21 traffic management for the entire region and EIR on
22 that, and only at that point have individual Master
23 Plans for individual airports as well as their EIR's.

24 I think the EIR that was done on this
25 plan, nevertheless, has a great deal of shortcomings.



1 Those have been enunciated by others, as well as
2 myself, I think at length and I see no point in going
3 into them here. I think the EIR does a great
4 disservice to the entire bay region and particularly
5 the governmental agencies that are involved in
6 reviewing it.

7 I believe that the workshops that are now
8 being conducted, if they are to deal with noise
9 mitigation, should be conducted by the FAA or, at
10 least, with strong FAA participation at the very
11 least. Since the airport has contended for quite some
12 time that they aren't, once the wheels are up off the
13 ground they have responsibility for what happens to
14 the overflights and the flight traffic in the
15 region.

16 I think any noise mitigation should, at
17 the very least, involve the FAA. A better solution,
18 however, I think would be an air management plan for
19 the entire bay region, air-traffic management, and
20 should be administered by the EPA rather than the FAA.
21 The FAA is primarily concerned with promoting the
22 airline industry. Thank you.

23 COMMISSIONER MURPHY: Thank you.

24 MR. TURPEN: Thank you, Charles,
25 appreciate it.

1 COMMISSIONER MURPHY: Okay. Anything
2 else?

3 MR. TURPEN: No, we'll just close this
4 and we'll have another one on the 7th.

5 COMMISSIONER MURPHY: Okay, the Hearing
6 on the Master Plan for June 16 is hereby closed and
7 there will be a second hearing at our meeting on July
8 7. Same place, same time.

9 Before we go to closed session we have
10 one New Business request. Ms. Nancy Jewel Cross.

11 MS. CROSS: Thank you.

12 COMMISSIONER MURPHY: Okay. We're very
13 time impacted.

14 MS. CROSS: This will be about one
15 minute; is that all right?

16 COMMISSIONER MURPHY: That's great.

17 MS. CROSS: I have a little problem with
18 your agenda formats. I wonder if you might want to
19 consider having them standard page size. I notice
20 that there are often large spaces at the top and the
21 bottom, and it would save paper, and I'm just asking
22 if you'd consider, if you have a real reason to keep
23 them long, it's fine, but every other courts and
24 everything are standard size and I always have to fold
25 them up and there is a lot of extra paper.

1 MR. TURPEN: Thank you. Thank you.

2 We'll look at it. Thank you.

3 COMMISSIONER MURPHY: Okay.

4 MR. TURPEN: Jean, we've got a closed
5 session, I think.

6 SECRETARY CARAMATTI: Yes, we do. You
7 have a Closed Session, Commissioner, in accordance
8 with Government Code Section 54956.9(b)(1) to discuss
9 the settlement of a claim for Carol S. Sitzenstatter.

10 MR. TURPEN: Ladies and Gentlemen, thank
11 you very much for attending today. The Commission
12 will be going into closed session at this time. We
13 ask that you would please excuse yourselves. Thank
14 you very much for your attendance.

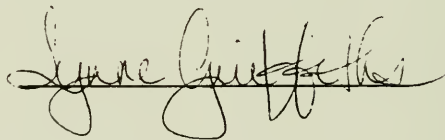
15 (Whereupon the proceedings were concluded.)
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2 CERTIFICATE OF REPORTER
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6 I, LYNNE GRIFFITHS, a duly authorized
7 shorthand reporter, do hereby certify:

8 That the foregoing transcript constitutes
9 a true, full and correct transcript of my shorthand
10 notes taken as such reporter of the proceedings herein
11 and reduced to typewriting under my supervision and
12 control to the best of my ability.
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SAN FRANCISCO AIRPORTS COMMISSION

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Airports Commission

Before Commissioners PATRICK A. MURPHY

President

J. STANLEY MATTISON

Vice President

L. ANDREW JEANPIERRE

JAMES K. HO

MARIE K. BROOKS

LOUIS A. TURPEN

Director of Airports

Minut

REPORTERS TRANSCRIPT OF PROCEEDINGS

July 7, 1992

City Hall

Room 282

San Francisco, California

CERTIFIED COPY

REPORTED BY LYNNE GRIFFITHS

Job: 40129



JULY 7, 1992

PROCEEDINGS

9:00 A.M.

COMMISSIONER MURPHY: The July 7, 1992 meeting of the Airports Commission will please come to order. Would you call the roll.

SECRETARY CARAMATTI: Commissioner Murphy.

COMMISSIONER MURPHY: Here.

SECRETARY CARAMATTI: Commissioner Mattison.

COMMISSIONER MATTISON: Here.

SECRETARY CARAMATTI: Commissioner Jeanpierre.

COMMISSIONER JEANPIERRE: Here.

SECRETARY CARAMATTI: Commissioner Ho.

COMMISSIONER HO: Here.

SECRETARY CARAMATTI: Commissioner Brooks.

COMMISSIONER BROOKS: Here.

SECRETARY CARAMATTI: You have before you the minutes of the regular meeting of June 16, 1992.

COMMISSIONER MURPHY: Move.

COMMISSIONER MATTISON: Second.

COMMISSIONER MURPHY: Comments? Okay.

So ordered.



1 SECRETARY CARAMATTI: In accordance with
2 unanimous, excuse me, adoption of resolution No.
3 92-0197 regarding the settlement of a claim for Carol
4 Sitzenstatter at the closed session of June 16, 1992.

5 Next is Items Initiated by Commissioners.

6 COMMISSIONER MURPHY: As the first item
7 initiated by Commissioners, I'd like to welcome our
8 new Commissioner today, Commissioner Marie Brooks.

9 COMMISSIONER BROOKS: Thank you.

10 COMMISSIONER MURPHY: I think we're all
11 going to enjoy working with you.

12 Okay. Other items initiated by
13 Commissioners?

14 SECRETARY CARAMATTI: Item One.
15 Resolution Considering the Applicability of the Host
16 International Food and Beverage MBE/WBE Sublease Plan
17 to Host and City Employees.

18 MR. TURPEN: Mr. President and members of
19 the Commission, they're really two matters, I think,
20 with respect to this item. The first is a
21 housekeeping item, and I call your attention to the
22 resolution which is contained in your package which
23 clarifies the Commission's resolve with respect to the
24 eligibility of either City or Host Employees in Phases
25 2 and 3 of the Sublease Plan.

1 It was clear that the Airports Commission
2 wanted to approve the first three subleases, but had
3 held open the question of whether Host and or city
4 employees should be allowed to participate in
5 subsequent phases of the sublease plan.

6 So I'd ask, at least initially, that the
7 Commission consider and act on that if appropriate at
8 this time and then we can move on to the issue which
9 the Commission did leave open, and that was the issue
10 of future participation.

11 COMMISSIONER MURPHY: Okay. We have some
12 speakers on this. Edwin Lee.

13 MR. TURPEN: Excuse me, Mr. President, if
14 we could possibly act on that resolution first just to
15 clear that administrative thing out of the way and
16 then we can move on to the second thing.

17 COMMISSIONER MURPHY: All right. Move.

18 COMMISSIONER JEANPIERRE: Second.

19 SECRETARY CARAMATTI: Commissioner
20 Murphy.

21 COMMISSIONER MURPHY: Yes.

22 SECRETARY CARAMATTI: Commissioner
23 Mattison.

24 COMMISSIONER MATTISON: Yes.

25 SECRETARY CARAMATTI: Commissioner



1 Jeanpierre.

2 COMMISSIONER JEANPIERRE: Yes.

3 SECRETARY CARAMATTI: Commissioner Ho.

4 COMMISSIONER HO: Yes.

5 SECRETARY CARAMATTI: Commissioner
6 Brooks.

7 COMMISSIONER BROOKS: Yes.

8 MR. TURPEN: Thank you.

9 COMMISSIONER MURPHY: Now.

10 MR. LEE: Good morning, Commissioners.
11 Edwin Lee from the Human Rights Commission. In
12 follow-up to our last presentation here before you at
13 the last meeting, the Community Advisory Committee of
14 the Human Rights Commission, which is our minority and
15 women business enterprise advice committee, and we met
16 two days after and requested that I submit a letter to
17 Host, but also copies to the Commission, and it's a
18 letter dated June 26, 1992 addressed to Mr. O'Hare and
19 Mr. Kattengill. I hope you had a chance to read that.
20 It does relay our particular position on the matter of
21 having and including Host employees.

22 Let me go over that quickly. Basically
23 our position is that current Host employees not be
24 allowed to participate. We believe, as I suggested
25 earlier in the previous meeting, that the presence of

4. The fourth part of the document discusses the implications of the findings. It suggests that the results of the study have significant implications for the field of research and may lead to further developments in the future.

5. The fifth part of the document concludes the study. It summarizes the main findings and provides a final statement on the importance of the research.

1 Host employees have appeared to us to not only to have
2 not only a strong presence, but we believe
3 unintentional, if you will, bias in favor of those who
4 are Host employees as well as those that are
5 affiliated.

6 COMMISSIONER JEANPIERRE: Mr. Lee, what
7 was the date on the letter you referred to?

8 MR. LEE: June 26, 1992.

9 COMMISSIONER MURPHY: I believe this is
10 it.

11 COMMISSIONER JEANPIERRE: Thanks.

12 MR. LEE: Here today as well is one of
13 our Commissioners, Commissioner Leonard Graff, who
14 chairs that committee. He'll be speaking I believe
15 after me as one of this item's speakers to explain the
16 kind of debate that occurred that was one of our
17 fairly longer items that were discussed at length.

18 We also have taken a position and want to
19 apprise you of that. We do not believe that it was
20 the intent, either originally or through the numerous
21 discussions we had with Host as they presented
22 themselves with regard to this whole plan before our
23 MBE Advisory Committee, that the employees of Host be
24 included in the selection of the concession.

25 Therefore, we have taken a position that,

2. The second part outlines the specific procedures and protocols that must be followed when recording transactions. This includes details on how data should be collected, stored, and reviewed to ensure its integrity and reliability.

3. The third part addresses the role of technology in streamlining the record-keeping process. It highlights the benefits of using specialized software and digital tools to reduce manual errors and improve efficiency.

4. The fourth part discusses the importance of regular audits and reviews to verify the accuracy of the records. It stresses that these checks are necessary to identify any discrepancies or potential areas of concern early on.

5. The fifth part provides guidance on how to handle sensitive information and ensure its confidentiality. It outlines the necessary safeguards and access controls to protect data from unauthorized disclosure.

6. The sixth part covers the legal and regulatory requirements that govern record-keeping practices. It ensures that the organization remains compliant with all applicable laws and standards.

7. The seventh part discusses the importance of training and education for staff involved in the record-keeping process. It emphasizes that ongoing learning is key to maintaining high standards of accuracy and security.

8. The eighth part provides a summary of the key points discussed throughout the document. It reiterates the overall goals and objectives of the record-keeping system and encourages continued commitment to these principles.

9. The final part of the document includes a list of resources and references for further information. It directs readers to relevant legislation, industry best practices, and internal policies that may be applicable to their specific context.

1 although we recognize there was an award at the last
2 meeting to a current Host employee that that
3 particular concession not be counted for so we believe
4 it to be a good faith effort obligation of Host
5 towards meeting 33 percent of its gross revenues in
6 these concessions.

7 Our third position is that to the extent
8 that former employees of Host be considered, we
9 believe that it will be reasonable to consider Host
10 employees who have terminated their employment status
11 with Host at least 12 months prior to submitting a
12 proposal for any of these particular concession plans.
13 We believe that that 12 months will serve as a
14 reasonable time assurance against either any undue
15 influence or conflict of interest or even the
16 appearance of it.

17 Finally, we discussed at length an
18 ongoing problem that we've had in the day-to-day
19 working relationship that our staff has had with Host.
20 As you may recall in the language of the sublease
21 plan, we are invited to observe all the proceedings
22 that Host is using, and we do not believe that the
23 information has been shared very timely or accurately
24 for our staff to advise Host on the various terms that
25 have been taken prior or up to the first selection and

1 we don't believe that that relationship has
2 necessarily improved since the last meeting we've had.

3 I'm open for questions.

4 COMMISSIONER MURPHY: Is it all right if
5 I start?

6 COMMISSIONER MATTISON: Sure.

7 COMMISSIONER MURPHY: Mr. Lee, my first
8 question falls in the area of certification or
9 registration. Exactly what is the distinction behind
10 it?

11 MR. LEE: Certification is reserved for
12 those firms that are economically disadvantaged, at
13 least 51 percent owned by a minority or women, and
14 their business is located within the boundaries of San
15 Francisco.

16 Registered is 51 percent owned by women
17 or minority. It may not be economically
18 disadvantaged, and it may not reside in the boundaries
19 of San Francisco.

20 COMMISSIONER MURPHY: And Ms. Tong, who
21 was the Host employee who was awarded a concession,
22 was registered with the Human Rights Commission?

23 MR. LEE: Correct.

24 COMMISSIONER MURPHY: When did you tell
25 Ms. Tong that she wasn't an acceptable bidder?

2. The second part outlines the various methods and tools used to collect and analyze data. This includes both traditional manual methods and modern digital technologies, highlighting the benefits of each approach.

3. The third part focuses on the role of the management team in overseeing the data collection process. It stresses the need for clear communication and coordination between different departments to ensure that data is collected consistently and accurately.

4. The fourth part discusses the challenges faced during the data collection process, such as incomplete data, errors, and delays. It provides strategies to overcome these challenges and ensure that the data is reliable and usable for decision-making.

5. The fifth part concludes by summarizing the key findings and recommendations. It reiterates the importance of a systematic and transparent approach to data collection and analysis, and encourages the organization to continue improving its processes over time.

1 MR. LEE: We have never informed Ms. Tong
2 that she was not an acceptable bidder.

3 COMMISSIONER MURPHY: But you informed us
4 that she was not an acceptable bidder?

5 MR. LEE: Excuse me.

6 COMMISSIONER MURPHY: You informed us
7 that Ms. Tong was not an acceptable bidder.

8 MR. LEE: Yes, we believe it was a policy
9 matter that we discovered after she applied for the
10 concession.

11 COMMISSIONER MURPHY: You never did
12 communicate it to her?

13 MR. LEE: No.

14 COMMISSIONER MURPHY: Okay.

15 COMMISSIONER MATTISON: I'm sorry, I'm a
16 little confused. Why did you register her as a
17 bona-fide MWBE and now you say you never knew that she
18 was unacceptable under your criteria?

19 MR. LEE: No, we make a distinction. Our
20 certification and registration was reserved to certify
21 or register those particular three items on behalf of
22 the Airport Staff. We considered it a matter of an
23 employee of Host being a very separate matter that
24 went to the intent of the program and that had to be
25 decided by the airport.

2. The second part outlines the specific procedures and protocols that must be followed when recording transactions. This includes details on how data should be collected, stored, and reviewed to ensure its integrity and reliability.

3. The third part addresses the role of the management team in overseeing the record-keeping process. It stresses that management must ensure that all staff are properly trained and that the necessary resources are provided to support the system.

4. The fourth part discusses the importance of regular audits and reviews to identify any discrepancies or areas for improvement. It notes that these checks are crucial for maintaining the accuracy of the records over time.

5. The fifth part provides a summary of the key points discussed and reiterates the commitment to maintaining high standards of record-keeping throughout the organization.

1 COMMISSIONER MATTISON: Well, several
2 months of time and many hundreds of hours of process
3 went on and clearly with the input and observations
4 and in some, obviously, in some views in support of
5 HRC it's confusing as to how this particular issue
6 regarding Ms. Tong has come up, in my view, after the
7 fact in a manner that doesn't appear to serve your
8 purpose particularly well. So I'm not sure what
9 exactly the problem is that you're trying to solve.

10 MR. LEE: Well, we had -- as we were
11 informed of her participation we did notify Host
12 directly, and we have letters confirming that as early
13 as April, when we could not resolve the record with
14 Host and we sent the letter directed to your Director
15 notifying him of our feeling that it was a conflict of
16 interest and the issue that should have been raised.
17 By that time the proceedings continued without
18 resolution.

19 COMMISSIONER MATTISON: I thought the
20 first time you mentioned any such thing was in May and
21 that was clearly after your people had already
22 attended meetings in March and also in April.

23 MR. LEE: Well, we had communicated
24 directly with Host as early as April.

25 COMMISSIONER MURPHY: In writing?

4. The fourth part of the document discusses the implications of the findings. It highlights the potential applications of the research in various fields and the need for further investigation.

5. The fifth part of the document provides a conclusion and a summary of the key points. It reiterates the importance of the study and the need for continued research in this area.

6. The sixth part of the document includes a list of references and a bibliography. It cites the works of other researchers in the field and provides a comprehensive overview of the current state of knowledge.

7. The seventh part of the document contains a list of appendices and supplementary materials. These include additional data, charts, and documents that support the main text of the report.

8. The eighth part of the document is a list of figures and tables. It provides a detailed description of each figure and table and explains how they relate to the overall findings of the study.

9. The ninth part of the document is a list of footnotes and endnotes. It provides additional information and clarifications for the main text of the report.

10. The tenth part of the document is a list of acknowledgments. It thanks the individuals and organizations that provided support and assistance during the course of the research.

1 MR. LEE: Yes.

2 COMMISSIONER JEANPIERRE: Did Host
3 respond?

4 MR. LEE: Host did respond and they
5 informed us that it was their intent to go forward on
6 this matter.

7 COMMISSIONER MURPHY: Did you send a copy
8 of those writings to Airport Staff and the Commission?

9 MR. LEE: I believe we did, but if they
10 don't have it I do have copies here.

11 COMMISSIONER MURPHY: I don't remember
12 ever having seen it. Let me ask you a question about
13 certification.

14 Can people in the back hear all right?
15 Not very well.

16 MR. TURPEN: Can you hear?

17 COMMISSIONER MURPHY: All right. Let's
18 all speak up then as best we can.

19 Certification and registration, how long
20 does this take to occur for somebody that wants to be
21 certified or become registered with Host?

22 MR. LEE: Ordinarily we will have a
23 possible two-week turnaround time. For this
24 particular program we have tried to make special
25 arrangements because of the timing, so we met with,



1 and had special discussions with Deputy Director
2 Angela Gittens to insure that we would try to comply
3 with the turnaround time, so I believe that we were
4 doing that within one week to ten days.

5 COMMISSIONER MURPHY: Whether it's
6 certification or registration?

7 MR. LEE: Correct.

8 COMMISSIONER MURPHY: Does it make any
9 difference whether the person involved -- I guess by
10 your answer in registration the answer is no -- but I
11 was going to ask is there any difference if somebody
12 is not a San Francisco resident?

13 MR. LEE: Not in terms of process. The
14 things that would ultimately and might delay any
15 certification or registration is if we don't get
16 information that we believe is substantial enough for
17 us to make a determination. Sometimes it may require
18 a second visit, which might extend that process at
19 least another week or so, depending upon what the
20 issue may be. When we're certifying firms, for
21 example, we have to certify that they do have an
22 actual business in San Francisco. Sometimes there is
23 a debate over whether a particular office location is
24 an actual business operation.

25 COMMISSIONER JEANPIERRE: At the same

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1 time Ms. Tong didn't have a business in San Francisco,
2 did she?

3 MR. LEE: No, she did not.

4 COMMISSIONER JEANPIERRE: How did she get
5 through that gate?

6 COMMISSIONER MURPHY: She was registered.

7 MR. LEE: She was registered.

8 COMMISSIONER MURPHY: Not certified.

9 COMMISSIONER JEANPIERRE: Okay.

10 COMMISSIONER MURPHY: Does it make any
11 difference if they're a Host employee or have a Host
12 employee in their organization?

13 MR. LEE: At this time, no. That was a
14 policy matter that we had to bring up after our
15 discovering in their presence in the Human Rights
16 Commission.

17 COMMISSIONER MURPHY: Okay, but what I
18 might question is if somebody comes to you now and
19 asks to be certified or registered, depending upon
20 whether they're a resident of this City and County of
21 San Francisco or not, does it make any difference if
22 they're a Host employee in terms of the time?

23 MR. LEE: Not currently, although we
24 are -- I've asked my staff to notify me as to all Host
25 employees or to the extent that they know that they

1. The first part of the document is a letter from the President of the United States to the Congress, dated January 1, 1861.

2. The second part is a report from the Secretary of the Treasury, dated January 1, 1861.

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4. The fourth part is a report from the Secretary of the Navy, dated January 1, 1861.

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6. The sixth part is a report from the Secretary of the State, dated January 1, 1861.

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8. The eighth part is a report from the Secretary of the Navy, dated January 1, 1861.

9. The ninth part is a report from the Secretary of the War, dated January 1, 1861.

1 are Host employees currently so I know of them at the
2 present time.

3 COMMISSIONER MURPHY: Okay. I think you
4 should be aware, Mr. Lee, we've had communication, of
5 which you're welcome to have a copy of, to the effect
6 that a would-be applicant who's looking for a WBE
7 certification, as I understand it, was told it would
8 take six months to get certified and would take
9 longer, it was implied that it would take longer if
10 there was an ex-Host employee included in the process,
11 is that possible?

12 MR. LEE: No. I welcome you to send that
13 communicate over to me, have it addressed to my
14 attention.

15 COMMISSIONER MURPHY: Because you know
16 we're trying to deal in good faith with your concern
17 here, and I would be very concerned if an organization
18 which I believe whose mission is to perform services
19 for the airport is trying to accomplish by another
20 means something as inconsistent with whatever we
21 decide.

22 MR. LEE: I don't believe we've done that
23 thus far.

24 COMMISSIONER MURPHY: One other area I
25 wanted to touch on with you. Again, I will tell you

1. The first part of the document is a letter from the President of the United States to the Congress, dated January 3, 1862. It is a very important document, as it contains the President's views on the state of the Union and the progress of the war.

2. The second part of the document is a report from the Secretary of the War Department, dated January 10, 1862. It contains a detailed account of the military operations of the Army during the year 1861.

3. The third part of the document is a report from the Secretary of the Navy Department, dated January 10, 1862. It contains a detailed account of the naval operations of the Navy during the year 1861.

4. The fourth part of the document is a report from the Secretary of the Department of the Interior, dated January 10, 1862. It contains a detailed account of the operations of the Department during the year 1861.

5. The fifth part of the document is a report from the Secretary of the Department of the Treasury, dated January 10, 1862. It contains a detailed account of the operations of the Department during the year 1861.

6. The sixth part of the document is a report from the Secretary of the Department of the State, dated January 10, 1862. It contains a detailed account of the operations of the Department during the year 1861.

7. The seventh part of the document is a report from the Secretary of the Department of the War, dated January 10, 1862. It contains a detailed account of the operations of the Department during the year 1861.

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10. The tenth part of the document is a report from the Secretary of the Department of the Treasury, dated January 10, 1862. It contains a detailed account of the operations of the Department during the year 1861.

1 there is some sensitivity, at least in the part of one
2 Commissioner, in your reaction to the Board of
3 Supervisors, and that is what an affiliate is. Could
4 you tell us what a Host affiliate is?

5 MR. LEE: That is one of its principal
6 managers or partners will have an employment status
7 with Host. Those are the two situations I'm familiar
8 with.

9 COMMISSIONER MURPHY: Then this is no
10 past involvement with Host?

11 MR. LEE: No, it's current, it would be
12 current employment.

13 COMMISSIONER MURPHY: Because I'm having
14 a lot of trouble squaring the letter that you wrote to
15 the Board of Supervisors and the letter that
16 Mr. Spring wrote to the Board of Supervisors in terms
17 of the number of Host employees in the final process.

18 MR. LEE: I don't believe --

19 COMMISSIONER MURPHY: Because your letter
20 made it come out sounding like a majority and
21 Mr. Spring's letter had it come out as a relatively
22 small percentage. I'm just curious who's right.

23 MR. LEE: When I was before you, what I
24 put in the letter to the Board was exactly what I
25 presented to you.

4. The fourth part of the document discusses the reporting and communication of findings. It emphasizes the need for clear, concise, and accurate reports that effectively convey the results of the analysis. The text also mentions the importance of visual aids, such as charts and graphs, to enhance the presentation of data.

5. The fifth part of the document discusses the application of the findings to decision-making and planning. It notes that the insights gained from the analysis can be used to inform strategic decisions, allocate resources, and develop action plans. The text stresses the importance of ongoing monitoring and evaluation to ensure that the plans remain effective and relevant.

6. The sixth part of the document discusses the role of technology in the data management and analysis process. It mentions the use of cloud storage, data mining tools, and artificial intelligence to streamline operations and improve efficiency. The text also notes the importance of staying up-to-date with the latest technological advancements in the field.

7. The seventh part of the document discusses the ethical considerations and privacy concerns associated with data collection and analysis. It emphasizes the need to obtain informed consent from participants, ensure data security, and comply with relevant regulations. The text also mentions the importance of transparency in the data handling process.

8. The eighth part of the document discusses the future of data management and analysis. It mentions emerging trends such as big data, data science, and the Internet of Things (IoT). The text also notes the growing importance of data literacy and the need for ongoing education and training in the field.

10. The tenth part of the document discusses the conclusion and final thoughts. It summarizes the key points discussed throughout the document and reiterates the importance of a systematic and transparent approach to data management and analysis. The text also expresses optimism about the future of the field and the potential for continued growth and innovation.

1 COMMISSIONER MURPHY: I'm aware of that.
2 But I'm curious how -- maybe you can help us -- as I
3 understand it in the final round there were 13
4 proposers?

5 COMMISSIONER JEANPIERRE: Thirteen
6 interviewers, I think. I think it was 13 interviews.

7 MR. LEE: Thirteen interviews. There
8 were originally 14, Commissioner, and one withdrew.

9 COMMISSIONER JEANPIERRE: Shortened list
10 was 19 interviews, and then it was reduced to 13.

11 COMMISSIONER MURPHY: Interviews, 13
12 interviews and 19 proposals submitted.

13 MR. LEE: Yes.

14 COMMISSIONER MURPHY: And Host I think
15 told us of those interviewed of the thirteen, three
16 were Host employees.

17 MR. LEE: That is correct.

18 COMMISSIONER MURPHY: And how did you get
19 to the number you came up with?

20 MR. LEE: I included Host affiliates in
21 that larger category. I was measuring both the Host
22 employees and Host affiliates.

23 COMMISSIONER MURPHY: And a Host
24 affiliate is somebody who has within their proposing
25 group somebody who's currently working for Host?

2. The second part outlines the specific procedures and protocols that must be followed when recording transactions. This includes details on how data should be collected, stored, and reviewed to ensure its integrity and reliability.

3. The third part addresses the role of the management team in overseeing the record-keeping process. It stresses that management must ensure that all staff are properly trained and that the necessary resources are provided to support the system.

4. The fourth part discusses the importance of regular audits and reviews to identify any discrepancies or areas for improvement. It notes that these checks are crucial for maintaining the accuracy of the records over time.

5. The fifth part provides a summary of the key points discussed and offers recommendations for implementing the proposed system effectively. It encourages a collaborative approach involving all relevant stakeholders.

6. The final part of the document concludes with a statement of intent to implement the system as soon as possible, subject to final approval and funding.

1 MR. LEE: We explained that we had, in
2 the category of Host affiliate, an owner who was a
3 former Host employee. As you recall, I believe you
4 asked me how long it was. I did not know at the time.

5 COMMISSIONER MURPHY: Now what is it? Do
6 we know now?

7 MR. LEE: No, I don't know.

8 COMMISSIONER MURPHY: All right.

9 MR. LEE: And then we had two other
10 concessions where either one of the principal staff
11 was currently working for Host and one of the partners
12 was also a contractor for the Marriott Corporation,
13 private contract of the Marriott.

14 COMMISSIONER MURPHY: So one is under
15 contract with Marriott?

16 MR. LEE: Yes.

17 COMMISSIONER MURPHY: In what, the
18 performance of services?

19 MR. LEE: Yes.

20 COMMISSIONER MURPHY: And one was --

21 MR. LEE: And one had as its principal
22 staff an employee of Host.

23 COMMISSIONER MURPHY: What do you mean
24 principal staff? You lost me there.

25 MR. LEE: In their interviews they

1. The first part of the report is devoted to a general
description of the project. It includes the title, the
author's name, the date, and the place of publication.
2. The second part of the report is devoted to a
description of the method used in the study. It includes
the title, the author's name, the date, and the place of
publication.

3. The third part of the report is devoted to a
description of the results of the study. It includes the
title, the author's name, the date, and the place of
publication.

4. The fourth part of the report is devoted to a
description of the conclusions of the study. It includes
the title, the author's name, the date, and the place of
publication.

5. The fifth part of the report is devoted to a
description of the recommendations of the study. It includes
the title, the author's name, the date, and the place of
publication.

6. The sixth part of the report is devoted to a
description of the bibliography of the study. It includes
the title, the author's name, the date, and the place of
publication.

1 brought a team of people that they were willing to
2 present as those running the business and one of them
3 happened to be --

4 COMMISSIONER MURPHY: Was this person
5 going to be an ownership position or were they running
6 the business?

7 MR. LEE: It would be a manager.

8 COMMISSIONER MURPHY: Okay.

9 MR. LEE: And the third was a former Host
10 employee.

11 COMMISSIONER MURPHY: How former?

12 MR. LEE: That I can't tell you.

13 COMMISSIONER MURPHY: One year? Twenty
14 years?

15 MR. LEE: I can't tell you at this time.

16 COMMISSIONER MURPHY: Do you have any
17 objection to a would-be concessionaire hiring former
18 Host employees as employees?

19 MR. LEE: Hiring former employees of
20 Host?

21 COMMISSIONER MURPHY: Well, let's take an
22 example, a hanger say, and somebody comes in and bids
23 on that. There are a number of Host employees who
24 currently work the hanger and I would assume that
25 unless you see something wrong with this too, that

1 those employees might well be offered positions by the
2 new concessionaire, might they not?

3 MR. LEE: Yes.

4 COMMISSIONER MURPHY: Anything wrong with
5 that?

6 MR. LEE: No.

7 COMMISSIONER MURPHY: What was wrong with
8 this manager?

9 MR. LEE: I didn't say anything was wrong
10 with it. As I recall, my discussion with you was that
11 we were tracking a whole category of people and how
12 they did, and we wanted to note for you. It wasn't --
13 and I didn't per se, as I recall, per se said
14 something was directly wrong with that particular
15 relationship, but I needed to at least inform how
16 these people proceeded to the selection process.

17 COMMISSIONER MURPHY: Mr. Lee, the
18 problem and what we stated was that you went across
19 the hall to the Board of Supervisors and used very
20 specific numbers and very specific percentages and
21 used them to -- I think, what a mutual observer would
22 say -- criticize this Commission. And I'm a little
23 shocked to find out that the numbers are as slippery
24 as they appear to be.

25 MR. LEE: But they are the same numbers I

1. The first part of the document is a letter from the President of the United States to the Congress, dated January 3, 1801. It is a very important document, as it contains the President's first message to the Congress. The letter is written in a very formal and dignified style, and it is one of the most important documents in the history of the United States.

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1 presented to you at our last meeting.

2 COMMISSIONER MURPHY: I didn't like them
3 then either.

4 COMMISSIONER MATTISON: You've used a
5 very small sampling of some very carefully
6 manufactured preconceived statistics and you've used
7 those statistics to prove any number of points. I
8 think you yourself expressed amazement that given the
9 incredible bias that you've set out to prove in the
10 process, reputing the integrity of the process, that
11 only one Host employee was selected.

12 I really share the Commissioner's
13 resentment of your -- a cynical person would say --
14 self-serving attitudes for the past couple of weeks.
15 I was in the same meeting. I know you were in the
16 same meeting. This Commission was very focused on the
17 singular problem before us, which is the question
18 should Host employees be included in this applicant
19 pool or should they not? Very clean and simple. It's
20 a statement of principles, it's a statement of
21 understanding and sitting down and resolving that very
22 clear-cut question.

23 Instead, you pulled together, apparently,
24 predigested indictments and conclusions that you were
25 prepared to present regardless of possible shades of

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1 gray in interpretation and tried to bring two
2 completely new issues into the process, one being
3 impugning the integrity of Host and the process
4 whereby applicants were selected, and secondly trying
5 to reinterpret the understanding of the parties to
6 include exclusively, apparently, San Francisco
7 businesses as opposed to bay area businesses.

8 I guess I could use your same statistics
9 to prove any number of points. The fact that one Host
10 employee out of the seven or the eleven interviews
11 that you cite actually was awarded a concession. It's
12 a remarkably low percentage, I believe, as opposed to
13 a remarkably high-biased percentage.

14 And secondly I think it's safe to say
15 statistically one-third of the concessions awarded so
16 far have gone to San Franciscans, even though San
17 Franciscans only make up ten percent of the bay area.
18 So I think one could argue successfully that, if
19 anything, that the process is biased in favor of the
20 people that you're apparently seeking to support.

21 The issue of taking the concern expressed
22 by this Commission at its last meeting over this
23 singular issue and pretty much ignoring the
24 sensitivity and concern expressed by the Commission to
25 resolve this, a determination to resolve this point.



1 As the Commissioner pointed out, you then
2 take that information over to the Board, ignoring any
3 statement of concern expressed by this Commission, and
4 paint a picture of insensitivity, of a bias process
5 out of control using these pumped-up statistics,
6 looking for a smoking gun behind every corner and
7 basically trying to turn around all documented
8 negotiation of this particular endeavor as opposed to
9 just sitting down and solving the one problem that we
10 all jointly identified as the key issue.

11 MR. LEE: Commissioner, I take issue with
12 that view. There was no former resolution by this
13 committee as I sat here last meeting instructing that
14 we come together. I knew there was a comment from
15 you, but that was not reflected in any formal action
16 by this committee at all.

17 COMMISSIONER MATTISON: We we're --

18 MR. LEE: So I was led to believe that
19 there was not going to be any action. A very fierce
20 discussion going on, there was a letter that I have, a
21 copy of from Host addressed to the airport suggesting
22 that we come together in the month of July to discuss
23 this matter. But I was not informed, formally, by an
24 action of this Commission through its resolution
25 approving the subleases that there was any formal

The second part of the document focuses on the management of cash flow. It highlights the need to monitor the inflow and outflow of cash on a daily basis to avoid any liquidity issues. The document suggests that businesses should maintain a buffer of cash to cover unexpected expenses or downturns in sales. It also advises on the timing of payments and receipts to optimize the cash flow cycle. Furthermore, it discusses the importance of forecasting cash flow to anticipate future needs and plan accordingly.

The third part of the document addresses the issue of debt management. It stresses that businesses should be aware of their debt obligations and ensure that they are being met on time. The document provides guidelines on how to negotiate with creditors in case of difficulties and suggests strategies to reduce the overall debt burden. It also mentions the importance of keeping track of interest rates and terms of the loans to make informed decisions about refinancing or restructuring.

The fourth part of the document deals with the management of inventory. It emphasizes that businesses should maintain optimal levels of inventory to avoid stockouts or overstocking. The document suggests implementing a just-in-time inventory system to minimize holding costs and improve efficiency. It also discusses the importance of regular inventory audits to ensure that the recorded levels match the actual physical stock.

The fifth and final part of the document covers the topic of tax compliance. It stresses that businesses must adhere to all applicable tax laws and regulations to avoid penalties and legal issues. The document provides a summary of the key tax obligations and suggests consulting with a professional tax advisor for more detailed guidance. It also mentions the importance of keeping accurate records of all tax-related transactions to facilitate the filing process.

1 adoption of any plan or any issue before you.

2 COMMISSIONER MATTISON: We were in the
3 middle of the dialogue and the analysis. The meeting
4 did nothing if not shine the light on the one
5 particular issue and instruct staff to move forward
6 with Host and find out what they intended to do about
7 this problem. There was nothing in the meeting that
8 intimated inaction by this Commission, or business as
9 usual, or let's don't even worry about this. I think
10 that was the last conclusion one would draw.

11 And the message you took to the Board of
12 Supervisors was completely untainted by the
13 expressions of concern by this Commission. You went
14 in with exactly the same message actually convincing
15 the Board of Supervisors that this Commission -- among
16 all commissions in the city I think we're the best
17 track record in MBE/WBE performance, contract dollars,
18 percentages, chronology. Any way you want to look at
19 it, this Commission stands alone in the city as being
20 excellent in these areas and clearly your own
21 Commission's performance through the negotiation and
22 documentation process here certainly never sounded any
23 sort of an alarm until you decided to start surfacing
24 the smoking-gun statistics that you decided to base
25 your case on. And the more I look at it, the more I



1 can see that you weren't really focused or interested
2 in sitting down and solving the one key issue, which
3 is compelling Host to go forward in its program
4 without inclusion of Host employees, which I think was
5 clearly the sentiment of this Commission, but rather
6 to completely renegotiate the agreement that had been
7 in the works for many, many months.

8 And the only conclusion one can draw is
9 that you were trying to impugn the integrity of the
10 process because if we solved the one key issue, which
11 is should Host employees be in or out, all of your
12 points are moot. There is no need to impugn the
13 process or to say that the process was unfairly biased
14 in favor of Host employees. I think we covered the
15 point fairly exhaustively in our last meeting that
16 obviously if you have long-term experience food and
17 beverage people preparing a business plan and
18 submitting it, they're bound to show up a little
19 better statistically than the applicant pool at large.

20 I don't think we're shocked by the fact
21 that more -- a disproportionately greater percentage
22 than the population at large -- Host employees and
23 so-called affiliates -- the gang of Host as you might
24 want to characterize them -- showed up in the final
25 interview round. As you yourself pointed out in the



1 transcript, it's astounding that only one out of the
2 eleven interview slots resulted in a Host award. So
3 if it were clearly a bias, I think, if anything, it's
4 a bias against Host given the final interview pool.

5 MR. LEE: Commissioner, if you recall, I
6 also said in the same breath that it was important for
7 businesses to reach that final stage in order to be
8 seriously considered. When you have 19 slots spread
9 out and 58 percent of those go to the Host employees,
10 current Host employees, or people that I categorize as
11 Host affiliates, I do think that that reflects a bias.
12 So I do take issue with your view on how we view the
13 matter.

14 COMMISSIONER MATTISON: There were three
15 Host employees, three Host employees, and you've, when
16 you want a big denominator you use slots, when you
17 want a small denominator you use number of firms.
18 Conversely, when we get back to the issue of how many
19 people were involved you use 58 applicants one time,
20 you use 75 gross applicants assuming redundancy. It's
21 easy to manipulate numbers and the only reason you
22 manipulate numbers is to support a conclusion that you
23 had already reached and I think when the numbers don't
24 bear out your conclusion, you're strangely silent on
25 those.

2. The second part outlines the various methods used to collect and analyze data, including surveys, interviews, and focus groups. It also describes the statistical techniques employed to interpret the results.

3. The third part presents the findings of the study, highlighting the key trends and patterns observed. It includes a detailed analysis of the data and discusses the implications for future research and practice.

4. The fourth part provides a conclusion and summarizes the main points of the document. It also offers recommendations for further research and suggests ways to improve the quality of the data collection process.

5. The fifth part contains a list of references and a bibliography, providing sources for the information used in the study. It also includes a list of appendices and a glossary of terms.

6. The sixth part is a table of contents, providing a quick reference to the different sections of the document. It lists the page numbers for each section, making it easy to find the information you need.

7. The seventh part is a list of figures and tables, providing a visual representation of the data. It includes a list of the figures and tables, along with a brief description of each.

8. The eighth part is a list of footnotes and endnotes, providing additional information and references. It includes a list of the footnotes and endnotes, along with a brief description of each.

9. The ninth part is a list of acknowledgments, thanking the individuals and organizations that provided support and assistance during the study. It includes a list of the acknowledgments, along with a brief description of each.

10. The tenth part is a list of appendices, providing additional information and data. It includes a list of the appendices, along with a brief description of each.

1 I'm really concerned that we're doing a
2 little bit of grandstanding when we ought to be
3 sitting down and resolving the issue of the one key
4 point, which is should Host employees be in the
5 applicant pool or not. And I strongly felt that, at
6 least on behalf of this Commissioner, that Host
7 employees probably should not be in the applicant
8 pool, and I stated so, despite the fact that some have
9 superb outstanding qualities, and I think I also,
10 however, mentioned that I support the notion that Host
11 should make opportunities available to its employees
12 there, but not on a going-forward basis include them
13 in this allocation.

14 MR. LEE: If you review all the
15 correspondence I've had, either directed to your
16 director to this Commission, to Host and copies that
17 I've made -- and I'll make you additional copies from
18 my file -- you'll see very clearly I've taken that
19 particular position and that I had no intention of
20 impugning anyone. There happens to be a very strong
21 feeling or positions that various Board Supervisors
22 have with respect to the Airport Commission. I can't
23 resolve all of those particular issues and I --

24 COMMISSIONER MURPHY: Mr. Lee, if those
25 feelings, those attitudes -- and I know the members of

1 the Board of Supervisors -- were reinforced, created
2 by statistics that you took in that I believe were
3 cooked. Do I make myself clear?

4 MR. LEE: Yes, you do, Commissioner, but
5 at the same time you must understand as well there
6 were two additional communications that came, one from
7 Host and one from yourself. They had ample
8 opportunity to review those particular documents as
9 well, prior to making their language on the
10 resolution.

11 COMMISSIONER JEANPIERRE: I think the
12 minutes of the last meeting will show that clearly the
13 job of the Commissioners here being on record in the
14 minutes -- I reviewed them last evening -- stating
15 that going forward we were against Host employees
16 being included in the process. So we did show that we
17 did comment, that we did comment on the fact that we
18 were --

19 MR. LEE: I'm sorry, Commissioner, I
20 just, as I review my notes of what happened at the
21 last meeting I do not get that impression.

22 COMMISSIONER JEANPIERRE: I read it last
23 evening and I'll share with that committee.

24 COMMISSIONER MURPHY: Anything else?

25 MR. LEE: There is one issue I'd like to



bring up at this time. It's not one that I've had a chance to review previously, but I'd like to at least note this for your consideration.

One of the issues that we've raised is the so-called conflict of interest. I lift that particular phrase out from the section of the sublease that was part of the sublease plan given to a number of community groups, as well as our advisory committee last year in Host pursuit of our support of this. And I noted for you in my May letter to Mr. Turpen, May 28, we verbalize that particular section and the section granted in the first sentence, concessionaire represents and warrants that no director, officer or management employee of Host has an interest, direct or indirect, in the ownership concessionaire so forth and so on.

This particular language was, according to my staff, received from the sublease plan that was given to them as part of the first phase of pre-proposal meetings that occurred, that they invited all potential applicants to come together.

I wanted to note this for you because I took out the file that I had from last year and re-reviewed that very same sublease that was connected as an exhibit to the sublease plan. And I noted that

1 in my version last year that very same sentence read
2 "concessionaire represents and warrants that no
3 director, officer or employee of Host"... It did not
4 say management employee of Host.

5 So it is my assumption that last year
6 when that generic sublease was issued it read employee
7 without distinction. But some time between that time
8 and the presentation to applicant, potential
9 applicants, in a pre-proposal meeting there was a
10 change in that generic sublease to read management
11 employee.

12 We feel that leads to, at least should be
13 noted because if it's a unilateral change not brought
14 to the attention of either the paying groups or this
15 Commission, we feel that that suggests that there was
16 a distinction made long before we knew about it and
17 wanted to at least understand why that change was made
18 without any notification.

19 COMMISSIONER MURPHY: Let me understand
20 this conflict of interest thing for a moment, Mr. Lee.
21 Does this have any application -- let's just take a
22 for instance. Were this worded the way you would have
23 had it worded, would it have any application to
24 Ms. Tong?

25 MR. LEE: I believe it would.



1 COMMISSIONER MURPHY: It would not?

2 MR. LEE: It would.

3 COMMISSIONER MURPHY: She is a former
4 employee.

5 MR. LEE: At the time that she submitted
6 a proposal she was a current employee.

7 COMMISSIONER MURPHY: This is a current
8 provision of the sublease. I read this, and I haven't
9 done the legal work on this, but at least my reading
10 of it is that it means that when a sublease is awarded
11 and executed that there is to be no employment deal
12 with the management, or officer, employee, whatever,
13 of Host, with an interest in the concession. Not that
14 somebody resigned and now holds concession.

15 I'm not trying to get to, or issue
16 whether Host employees should or shouldn't. I had a
17 comment on that last time also. But I think it goes
18 to an appearance of fairness in the process. But I
19 don't think this has a thing to do with Ms. Tong.
20 That's just my reading of it. I'm a lawyer, but I
21 didn't do the legal work on this.

22 MR. LEE: Well, I noted for you the
23 recent change, that my concern is when did the change
24 occur and why did it occur.

25 COMMISSIONER MURPHY: I don't understand.

1 Are you suggesting that Host pulled a fast one on us
2 or what?

3 MR. LEE: I don't know. I'm not going to
4 draw any conclusions here. I'm just making this, I'm
5 noting for you there was a change made and I'd like to
6 at least have an answer to that. I don't know if it's
7 ever been brought to your attention, but at least in
8 the past week when I've had a chance to review all of
9 the documents, I've noted this change. I need an
10 answer for this. I mean it does cause us some concern
11 that --

12 MS. ROSALES: We need to look at that.

13 MR. TURPEN: We'll look at it.

14 COMMISSIONER MURPHY: Okay. Anything
15 else? Thank you, Mr. Lee.

16 Gordon Lau.

17 MR. LAU: Thank you, Mr. Chairman and
18 members of this Commission. I don't work for the
19 city -- I have in the past -- and I'm not surprised by
20 your comments to Mr. Lee. I have worked with Mr. Lee
21 as a young lawyer, both with and against him. He's a
22 very reasonable person.

23 Now, this city is only good with regard
24 to its human relations policy as the Commissioners and
25 their staffs and management allow them to be. At the



1 Court Commission years ago, I believe her name was
2 Zula, Zula Jones, was the representative of the Human
3 Rights Commission. We treated her like a stepchild.
4 I don't know how you treat Nancy Waller.

5 There were a couple of things I listened
6 to that didn't shock me. But I was kind of surprised
7 that instead of trying to get at the meat of this
8 thing, that it seemed like you were questioning
9 another agency as if this other agency was not on the
10 same side as you are, that is, representing all of us
11 who live here.

12 It is very difficult for those who are
13 supplicants, those who are applicants to Host, to get
14 up and speak up. It's just like that woman officer in
15 the Navy. Many, many women suffered; one stepped
16 forward. She was just lucky that the admiral said
17 we're not gonna ding you. Now, whether you listen to
18 me or not is your prerogative.

19 When I listened to Ed say that the
20 documents that were submitted excluded employees that
21 might have been one of the reasons why his agency
22 didn't ding these people in the first place. They
23 weren't looking for it. And he also said a number of
24 times that Host actions were probably unintentional.
25 He didn't say they were deliberate.

1 One of your panelist kept asking him, are
2 you trying to say that they slipped one by us? He
3 didn't say that. He's here and he said he believes he
4 acted in good faith and there might have been a
5 misunderstanding. Now, since there's at least one
6 lawyer on this panel there's something called a
7 unilateral change, that is, one side makes a change on
8 an agreement, a legal agreement, and I'm not here to
9 bang on Ms. Tong; she's a worker. Nobody today or
10 ever said take away her concession, her rice bowl, if
11 you will. All that they're saying is make sure that
12 it's fair, make sure that the Board of Supervisors and
13 this honorable Commission gets the deal that you
14 agreed to. I don't know how many of you were here
15 when the documents were submitted.

16 When I was on the Planning Commission,
17 part of our duty was to read all of the documents, and
18 we used to complain like hell because they are
19 extensive and I'm sure your documents are extensive.
20 I know those of you who are here read the documents
21 that were presented. The Board of Supervisors were
22 presented with documents that said that employees
23 would be excluded.

24 Now, I don't work in a big law firm any
25 more, but I used to be on the list of people who would

1. The first part of the document is a letter from the President of the United States to the Congress, dated January 1, 1861. It is a very important document, as it contains the President's message to the Congress at the beginning of his first term. The letter is written in a formal, dignified style, and it is one of the most important documents in American history.

2. The second part of the document is a report from the Secretary of the Treasury, dated January 1, 1861. It is a very important document, as it contains the Secretary's report to the Congress on the state of the Treasury at the beginning of his first term. The report is written in a formal, dignified style, and it is one of the most important documents in American history.

3. The third part of the document is a report from the Secretary of the Interior, dated January 1, 1861. It is a very important document, as it contains the Secretary's report to the Congress on the state of the Interior at the beginning of his first term. The report is written in a formal, dignified style, and it is one of the most important documents in American history.

4. The fourth part of the document is a report from the Secretary of the War, dated January 1, 1861. It is a very important document, as it contains the Secretary's report to the Congress on the state of the War at the beginning of his first term. The report is written in a formal, dignified style, and it is one of the most important documents in American history.

5. The fifth part of the document is a report from the Secretary of the Navy, dated January 1, 1861. It is a very important document, as it contains the Secretary's report to the Congress on the state of the Navy at the beginning of his first term. The report is written in a formal, dignified style, and it is one of the most important documents in American history.

6. The sixth part of the document is a report from the Secretary of the State, dated January 1, 1861. It is a very important document, as it contains the Secretary's report to the Congress on the state of the State at the beginning of his first term. The report is written in a formal, dignified style, and it is one of the most important documents in American history.

7. The seventh part of the document is a report from the Secretary of the War, dated January 1, 1861. It is a very important document, as it contains the Secretary's report to the Congress on the state of the War at the beginning of his first term. The report is written in a formal, dignified style, and it is one of the most important documents in American history.

8. The eighth part of the document is a report from the Secretary of the Navy, dated January 1, 1861. It is a very important document, as it contains the Secretary's report to the Congress on the state of the Navy at the beginning of his first term. The report is written in a formal, dignified style, and it is one of the most important documents in American history.

9. The ninth part of the document is a report from the Secretary of the State, dated January 1, 1861. It is a very important document, as it contains the Secretary's report to the Congress on the state of the State at the beginning of his first term. The report is written in a formal, dignified style, and it is one of the most important documents in American history.

10. The tenth part of the document is a report from the Secretary of the War, dated January 1, 1861. It is a very important document, as it contains the Secretary's report to the Congress on the state of the War at the beginning of his first term. The report is written in a formal, dignified style, and it is one of the most important documents in American history.

1 be called and checked on for judgeship, and one time a
2 partner of mine was being considered and I excluded
3 myself because there would be a semblance of a
4 conflict, even though I would try my very best not to
5 favor this person.

6 Now, you've got eight well-meaning
7 persons, fine persons, whether at Host or a law firm,
8 and one of their fellow colleagues or associates steps
9 forward, as a husband and wife team, and is part of
10 this bidding process. Now, if you don't favor them,
11 then you don't have a very good relationship with
12 them.

13 Statistically, we don't have 750 -- we
14 have 750 plus thousands of people who live here. We
15 don't have 755,000,000 who live in the bay area, so
16 that we are slightly more than 10 percent. It's not
17 the idea that only one person got it. It's whether
18 you have a real conflict when the contract was changed
19 without the city's permission and whether it's fair.
20 Okay. That's one issue.

21 The other is a semblance of fairness.
22 And then the third is this. I'm not a restaurant
23 person, but I would bet my last dollar that most of
24 those who submitted proposals are competent restaurant
25 persons, whether they be minorities or women. And

1 before we say that others are more competent, maybe we
2 ought to check their resumes.

3 Thank you very much for your indulgence.

4 COMMISSIONER MURPHY: Mr. Lau, one
5 question.

6 MR. LAU: Yes.

7 COMMISSIONER MURPHY: Were you here at
8 the last meeting?

9 MR. LAU: No, I wasn't.

10 COMMISSIONER MURPHY: I think if you had
11 been here you would understand why this Commission is
12 a bit touchy about what happened with the Board of
13 Supervisors. Your points are very well taken.

14 MR. LAU: No, I'm not here to cause
15 trouble.

16 COMMISSIONER MURPHY: I think my
17 closing --

18 MR. LAU: But let me admit this. When I
19 was in the court we took a beating, and I told Ms.
20 Jones, you're right, we're not gonna follow this
21 procedure. And I know this Commission as well
22 informed and well-intentioned people yourselves, as
23 Commissioners, and you want to do the right thing and
24 when you get dinged at the Board of Supervisors loudly
25 it's normal to be irritated. I've been in your shoes



1 before and I've been at the board where we haven't
2 supported the Commission, that is, the Human Rights
3 Commission, in the past.

4 You know there were lots of votes
5 supporting the Human Rights Commission when I was in
6 the minority, literally. It's a hard job. You know,
7 I appreciate the fact that you spend a lot of time and
8 a lot of energy and you take a lot of guff, because
9 I've been on the other side of the fence before, but
10 all that I ask you is this. Start with this premise:
11 if something was done it was unintentional. I don't
12 think that a billion dollar corporation like
13 Host-Marriott would do this and thumb their noses at
14 the board and all of us who live and work here. So
15 why don't we start with that premise, that we're not
16 pointing the finger at that, and neither did Ed or his
17 staff.

18 COMMISSIONER MURPHY: Okay.

19 COMMISSIONER MATTISON: I guess I can't
20 listen to Ed and draw the same conclusion, but we'll
21 probably have to differ on that. I reiterate, I'm
22 obviously not doing a good job of expressing this, but
23 I'm reiterating the focus of our concern has been and
24 still is the central question, is should Host
25 employees be included at all in this pool? That's a

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1 very simple question. It's the one that has drawn the
2 attention of the Commission. It should have drawn the
3 attention of HRC, particularly if they think they
4 found a discrepancy in the documents. No one
5 questions that.

6 The questioning comes with the behavior
7 pattern that comes from cooking statistics out of this
8 small sample to make the intentions of this Commission
9 and Host look like there's a hidden agenda of some
10 kind, none of which becomes relevant if you solve the
11 first problem. So why bring up collateral issues
12 called --

13 MR. LAU: Okay. No --

14 COMMISSIONER MATTISON: The process is
15 biased in favor of Host. What if there weren't Host
16 employees -- there wouldn't even be a process
17 involving that question, so why don't we get off of
18 that and get back to the central question.

19 MR. LAU: That's a good idea,
20 Commissioner.

21 COMMISSIONER MATTISON: Secondly, why
22 renegotiate your deal and come back and try to assert
23 that the process was intended to benefit only San
24 Francisco citizens. Nothing could be further from the
25 truth.

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1 San Francisco businesses have been, are,
2 and will continue to be given a bidding preference, a
3 very specific bidding preference that was openly
4 discussed in hearing after hearing, documented over a
5 period of many months and negotiated, and lo and
6 behold, San Francisco still holds a statistical lead
7 in the awards so far, if you want to use statistics to
8 prove a point.

9 But to come back and bring up these
10 issues and take them to the Board of Supervisors and
11 say look what that Commission is doing is really not
12 serving either this Commission, the Human Rights
13 Commission, and the people of San Francisco very
14 effectively in my view. So I guess I'm the first to
15 want to believe that HRC and we are exactly on the
16 same side, because I think we both see the central
17 issue the same way. It's the issue of, procedurally,
18 how these matters are handled, how they're discussed,
19 how conclusions are reached. That's been somewhat
20 unfortunate in my view and created more confusion than
21 is necessary.

22 MR. LAU: Well, thank you for your
23 comments. I'm sorry, but I have to run upstairs:
24 Thank you.

25 COMMISSIONER MATTISON: Thank you.

1 COMMISSIONER MURPHY: Okay. Carlos
2 Quiros.

3 MR. QUIROS: Good morning.

4 COMMISSIONER JEANPIERRE: Hello.

5 MR. QUIROS: Commissioners, my name is
6 Carlos Quiros and we chatted, I guess it was a few
7 months ago, when we were putting this deal through.

8 I think what's happened now is that we're
9 in the implementation stage and we've got a problem,
10 and you just got dinged because of what appeared, as
11 Commissioner Mattison pointed out, to be an issue that
12 went unresolved.

13 I also heard Commission Jeanpierre say
14 that while it was resolved for rounds two and three, I
15 hear Commissioner Mattison saying, well, maybe it
16 should have been resolved contingent and all. And to
17 me that means, you know, rounds one, two and three.
18 Should this issue have been brought up?

19 Now being part of this business
20 community, I think it's very, very easy to point out
21 that there was every intent to include business. This
22 was not a Host employee thing. This was not a city
23 employee thing. It was clear from the start, in
24 everybody's mind, that this was for businesses. This
25 comes out as a MWBE program where the "B" stands for

1 business. Okay. Now keeping that in focus it should
2 have dictated your thoughts, your actions towards the
3 recommendation that was made by Host as to Susannah
4 Tong.

5 And further, I was delighted to see that
6 Director Turpen was all over this issue, and in his
7 memo of June 12 he writes to the Commission the
8 process that resulted in a Host hourly employee being
9 selected. And he writes further that it is clear to
10 my intent and understanding that no member of a Host
11 or city official family be a recipient of
12 opportunities in this program.

13 Further, however, there is no legal
14 opposition to the Host hourly employee. Why? Because
15 this provision that's there, on conflict of interest,
16 doesn't, in lawyer language, absolutely preclude them
17 from participating. I read that conflict of interest,
18 no officer, director, management, employee shall have
19 an interest, direct or indirect, and you know what, my
20 lay perspective of that was that they're not
21 participants.

22 And now we have their lawyer and other
23 lawyers saying, well, I guess you can read into that,
24 that they can participate. That's not any where near
25 what it should be, that attitude, that perspective,

1. The first part of the report deals with the general situation of the country and the progress of the work during the year.

2. The second part of the report deals with the results of the work during the year and the progress of the work during the year.

3. The third part of the report deals with the results of the work during the year and the progress of the work during the year.

4. The fourth part of the report deals with the results of the work during the year and the progress of the work during the year.

5. The fifth part of the report deals with the results of the work during the year and the progress of the work during the year.

1 and I think Director Turpen was absolutely correct and
2 also recommended two possible suggestions.

3 One is that the Host mission, that you
4 simply reject it, that it is not consistent with the
5 spirit of the agreement of the Commission and staff
6 have, and therefore it should be a rejection with an
7 alternative choice being presented. To me that sounds
8 like rebid, that one didn't work. That's not the way
9 you have that. You have the approval authority over
10 the process and if that process doesn't come up with
11 the right perspective, the right ring to it, that's
12 your position. You can say yea, you can say nay.

13 And when this Host employee came up to
14 you, your director recommended an alternative action
15 to come up with a new name because this violates
16 concepts with the intent to sell. I think that was a
17 very, very appropriate position to have.
18 Unfortunately I was not here last week at the last
19 meeting. I was out of town. This issue, I'm aware,
20 has come up; I guess it's been a while or shortly
21 before that.

22 I want to emphasize something that I know
23 that you're, as Mr. Lau just said, somewhat irritated
24 about being dinged by the board. But this isn't about
25 statistics. I heard a lot about how statistics was

4. The fourth part of the document discusses the implications of the findings. It suggests that the results of the study have significant implications for the field of research and may lead to further developments in the future.

5. The fifth part of the document concludes the study. It summarizes the main findings and provides a final statement on the importance of the research.

1 the problem. The root problem here is that you have
2 an appearance of a conflict of interest, and if you'll
3 look at that then I think you can understand the
4 perspective that the board holds, and the community
5 might see and how you've made your business of saying,
6 oh, okay, it was fine, and so on and so forth.

7 But you do have a major appearance of a
8 conflict of interest, and that appearance comes from,
9 obviously, a selection committee paneled entirely of
10 Host employees. And you have the resultant problem
11 and their Host employees awarded. And you have this
12 conflict of interest provision that says they probably
13 shouldn't have even participated. And further you
14 have this conflict of interest aspect.

15 Second major, major problem here is that
16 the attendant program is for businesses. I mean,
17 three of you Commissioners were here last time when
18 business community groups presented their support of
19 it. I'm completely in support of the program. There
20 were eight facilities -- which now I'm very active in
21 my community to see that it works.

22 I'm still very supportive of it. I don't
23 want to see it become tainted with this kind of issue.
24 You have the opportunity to correct or modify this
25 issue, and to set the pattern the remaining year in

1 place through other commissions and other programs
2 which should not be undermined by making or bypass
3 stepping an issue or by compromising an issue. I want
4 to bring that out.

5 COMMISSIONER JEANPIERRE: Please clarify
6 a point for me. Earlier you said that initially you
7 thought this opportunity was created for only
8 businesses. And initially there was a case, initially
9 there was some wording to the effect that if you
10 wanted to bid on concession and you say a million
11 dollars sales, you would have had to operate a
12 business generating six or seven percent of those
13 revenues before you're even allowed to bid on this
14 concession.

15 MR. QUIROS: Right.

16 COMMISSIONER JEANPIERRE: Which meant
17 that you would have had to operate a bar or restaurant
18 with no less than \$6- or \$700,000 in sales.

19 MR. QUIROS: Right.

20 COMMISSIONER JEANPIERRE: Going back to
21 the community to talk and elevate just for
22 representing me, they came up with the point that if
23 we did this it would probably shrink the applicant
24 pool down to two or three businesses from some of the
25 community so that that was changed, so that it would

1 widen the opportunity for more people, so that
2 individuals such as Ms. Tong and others who could not
3 have an appreciation for business affairs, operative
4 business, could take advantage of the opportunity with
5 participation. So we did a change with that.

6 MR. QUIROS: On that point, Commissioner,
7 because I'm very, very familiar with that point, with
8 your behalf, the example is a 29-million-dollar
9 concession. The initial criteria that was put in
10 there was that you had to have a business, and let's
11 say, for example, 70 percent of that million dollars,
12 so in other words you had to be a \$700,000 business in
13 order to qualify for a million-dollar business. In
14 effect, what that does is eliminate the possibility of
15 a \$300,000 business qualifying for a million-dollar
16 business, and we felt that that was wrong.

17 COMMISSIONER JEANPIERRE: Right.

18 MR. QUIROS: However, we did not
19 extrapolate that to mean that management, employees or
20 hourly-employees of either Host or the city are now
21 qualified to do business. As a matter of fact --

22 COMMISSIONER JEANPIERRE: Sure, but you
23 can see where that would happen.

24 MR. QUIROS: Yeah.

25 COMMISSIONER JEANPIERRE: Once you remove

1 them by that, then someone says Ms. Tong and others.

2 MR. QUIROS: Well, this is, this is --
3 and I understand that. I'm a little confused now
4 myself as to where things are. Commissioner Mattison,
5 you're pointing out that this issue needs to be
6 resolved and a prospective intent, future intent.
7 Whereas, Commissioner Jeanpierre, you pointed out that
8 it may have already been resolved as far as the second
9 and third. I will point out that what's good for the
10 second and the third is good for the first.

11 These issues still hold in the first
12 round and I don't think that half-stepping around it
13 for the second and third is going to affect it.
14 That's my opinion. I think that I would consider
15 heavily, if I were you, that you're compromising the
16 process of the first round in allowing that particular
17 individual to go forward. Second point on that --

18 COMMISSIONER MURPHY: You're -- I'm not
19 sure you have the facts right -- you're asking us to
20 rescind the award to Ms. Tong?

21 MR. QUIROS: Yes. I'm asking that you
22 rescind the award to Ms. Tong.

23 COMMISSIONER MURPHY: Isn't that a little
24 unfair?

25 MR. QUIROS: Well, it's not fair or

1 unfair. It's a matter of the program. The program is
2 a business program, not an employee program. But the
3 intent was such and that these issues that I just
4 brought out about the apparent conflict of interest
5 are the issues that are creating the controversy.

6 Whether or not you award it to Ms. Tong,
7 that it's n fair or not, that's not the issue,
8 Commissioner. It's this conflict of interest
9 appearance. It didn't sound right at the time and it
10 doesn't sound right now, and it won't sound right in
11 the future.

12 COMMISSIONER MURPHY: I have to tell
13 you -- but, as you know, you're a long time visitor of
14 our Commission and always welcome -- that was a
15 particularly moving presentation by Ms. Tong,
16 particularly impressive, and I said at that time that
17 I thought she was just what we were looking for. I
18 meant it when I said it then, and I mean it now. I
19 think Ms. Tong would have a fabulous lawsuit if we
20 jerked her award at this time. And I think now maybe
21 from what I've seen suggests -- and I can see Mrs.
22 Anderson is here and can speak for herself -- is that
23 this is some uncertain count on Host's 33 percent or
24 something. That is something that could be battled
25 out for another day. But I don't -- you're not gonna

1 get a vote out of this Commissioner to rescind Ms.
2 Tong's award.

3 MR. QUIROS: Okay, then what that means
4 is that you only have one additional option. If
5 there's this sense of correction that's been paneled,
6 and I would say that you at best consider this idea of
7 not counting it towards the minimum because all of the
8 agreements read minimum, and in effect what you would
9 be doing is you're saying 33 percent got split up out
10 here from the minority community and if you're not
11 counting it towards that 33 then it must be coming out
12 of the 67 percent, that it still stays with Host.
13 And, in effect, you would be ordering Host to pull out
14 Ms. Tong, Mrs. Tong, from that 67 percent that is
15 there, and, in effect, you're going into their
16 pocketbook and saying this is yours you're paying for.

17 COMMISSIONER MURPHY: Okay. Anything
18 else?

19 MR. QUIROS: Yes. I have just two quick
20 issues here. One is on the certification issue that I
21 had heard about, and registration.

22 Certification is a process that takes two
23 weeks, maybe a month. The six-month requirement that
24 you were talking about is written in the law. This is
25 about businesses operating for a period of six months.

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

5. The fifth part of the document concludes the study. It summarizes the main findings and provides a final statement on the importance of the research.

1 This is about, yes, within 12D you must be an
2 operating business for six months before you can get
3 this certification that you are a business. Okay. It
4 is not six months to certify. It's have your business
5 around for six months before you expect certification.
6 This was not the case with Susannah Tong.

7 COMMISSIONER MURPHY: Because that's the
8 registration requirement?

9 MR. QUIROS: Right.

10 COMMISSIONER MURPHY: Okay, that's fine.

11 MR. QUIROS: Thank you.

12 COMMISSIONER MURPHY: Okay. Thank you.
13 Good to see you again.

14 MR. TURPEN: Thank you.

15 COMMISSIONER MURPHY: Okay. Mr. Leonard
16 Graff.

17 MR. GRAFF: Good morning, Commissioners.
18 My name is Leonard Graff. For the record, I'm a
19 member of the Human Rights Commission, have been a
20 member for four years. I'm currently serving as the
21 vice chair to the Commission, and for the last two
22 years have been the chair of Minority and Women
23 Business Enterprise Advisory Committee.

24 And the committee, at the last meeting
25 was, the general sentiment was one of a lot of anger



1 about what has happened so far and it took up over
2 half of our meeting, this particular issue we've been
3 discussing this morning. And that anger has been
4 viewed in the context of the type of some assemblance
5 in the last speaker, is that if we look at
6 historically why we have the MBE/WBE program to begin
7 with is because the city was composed, and is
8 composed, of minority-women owned businesses roughly
9 in a 35, 37 percent. And of the city contracts until
10 just recently, until Mr. Lee's tending to back up the
11 director, on average about two percent of the city's
12 contract dollars were going to these businesses.

13 And part of the problem and a reason for
14 having the MBE ordinance program was to correct this
15 situation, and because that backdrop that the
16 committee feels its anger is coming from, because they
17 felt that part of this program with Host and the
18 airport was to give businesses who have been shutout
19 traditionally a position where they can now
20 participate fully. And they viewed it then by having
21 something to benefit, to promote the success of
22 existing businesses, not as their seeing it as a
23 alternative to perhaps the appearance anyway of an
24 employee-incentive program. And it's that
25 appearance -- whether the process was fair or not fair

4. The fourth part of the document discusses the implications of the findings. It suggests that the results of the study have significant implications for the field of research and may lead to further developments in the future.

5. The fifth part of the document concludes the study. It summarizes the main findings and provides a final statement on the importance of the research.

1 and what the numbers show -- as you point out we can
2 talk about that and juggle numbers in a lot of
3 different ways, but repeatedly we, the community,
4 sense from the percentages, that this process wasn't
5 fair and that something happened in the beginning to
6 this stage that is not the result that was intended.

7 And this Commission, this agency, this
8 Airport Commission, has done, in terms of other
9 situations, an outstanding job in the MBE program,
10 which has a way to go, certainly, but in terms of
11 other city departments you have so many shoulders.
12 Your leaders, as far as that goes, the mayor's
13 office -- it should be the leader -- had a shockingly
14 embarrassing performance under the MBE/WBE program,
15 and until recently the Board of Supervisors did as
16 well. So, certainly, to continue in this position of
17 a leader in the city agency we need to work together
18 to resolve this problem.

19 I hear that there is some incentive to
20 working together to try and resolve these problems.
21 And what I would suggest is that after the remainder
22 of the public testimony this morning, is that you
23 introduce a motion directing your director to sit down
24 with our director to try and iron out some details
25 quickly before this gets any worse than it is. And if

1 you will do that, I will give you the same motion you
2 referred to in our commission meeting.

3 COMMISSIONER MURPHY: I appreciate your
4 comments, Mr. Graff. I think you should understand
5 something, which is we have tended not to pass
6 resolutions up here telling our director to sit down
7 and talk to somebody. We just don't intend to tell
8 him to do that, and our director can pick that up loud
9 and clear at the end of the last meeting this
10 commission had had. And I felt that the comments --
11 it's very hard for people not at that meeting to
12 understand quite where the various parties were coming
13 from. And I understand Mr. Lee's concerns too.

14 But I think the Commission has sent
15 extremely broad signals to Host, which was present,
16 and to the staff as to how we would like to see this
17 resolved. And we thought it was all off-heading in
18 the right direction. And it is no particular fun to
19 see the Board of Supervisors pass resolutions, at the
20 instigation of the HRC, which, frankly, impugn the
21 intentions of this Commission with a process that kind
22 of left out the nice things you said.

23 MR. GRAFF: Something got lost between
24 that last hearing and the time when we met.

25 COMMISSIONER MURPHY: I think my closing

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

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1 words -- just so we don't develop any problem this
2 time -- is that it's important that the process not
3 only be fair but appear to be fair.

4 MR. GRAFF: Yes, indeed.

5 COMMISSIONER MURPHY: And I think we can
6 all agree on that.

7 MR. GRAFF: Absolutely. Any questions?
8 Thank you.

9 COMMISSIONER MURPHY: Thank you very
10 much. Susan Pollack.

11 MS. POLLACK: Good morning,
12 Commissioners. I'm coming forward today to --

13 COMMISSIONER MATTISON: Would you come a
14 little forward, please. Thanks.

15 MS. POLLACK: I'm coming forward to kind
16 of state a case and a problem that we have with the
17 HRC. We had formulated a partnership with the
18 previous Host employee, who's job was eliminated due
19 to the downsizing that Host did at the time during the
20 bidding process, and both -- all three of us are
21 employed there, so we felt that we had a pretty good
22 opportunity of putting forth an effort in going for
23 these bid proposals.

24 We have put in our initial certification
25 and registration application to the HRC as of June 5th

1 or June 4th -- I'm sorry -- it was mailed in -- and we
2 were told that we would have a 10-day turnaround time
3 prior to being certified.

4 COMMISSIONER MURPHY: This is a San
5 Francisco business?

6 MS. POLLACK: No, it is not. It is a
7 nonexistent business at this time.

8 COMMISSIONER MURPHY: But are you all
9 residents of San Francisco?

10 MS. POLLACK: We are residents of San
11 Mateo.

12 COMMISSIONER MURPHY: San Mateo. Okay.
13 So that would be technically a registration, not a
14 certification?

15 MS. POLLACK: Right. But the form is
16 actually, right, association registration.

17 COMMISSIONER MURPHY: Okay, let's go.
18 Go ahead.

19 MS. POLLACK: After the ten days had
20 passed, I put a phone call in to the HRC requesting
21 what the status of our application was, and at that
22 time I was told that somebody would get back to me.
23 Numerous other phone calls were made. Finally, I got
24 a hold of somebody who said that, in fact, our
25 application had not been received, and this was quite

1 a surprise because that came to me about five days
2 prior to the bid package being due to Marriott.

3 I then continued to discuss this with
4 this particular woman, and up until the day, I guess
5 it was July 2nd, our bid package had been lost or, I'm
6 sorry, our application had been lost. I had then
7 received a phone call from Sandra Crumpler at the
8 airport, who told me that in fact our application had
9 been received. She had just gotten off of the phone
10 with the HRC, and it was being held up due to the fact
11 that a previous Host employee was in our bid package.
12 So at that point in time we decided that what we would
13 do for the next bid proposal to Host was to submit an
14 application to the HRC excluding the Host person,
15 hoping that maybe we could reformulate our
16 partnership.

17 I'm really confused as to how to use the
18 process, how to get through the HRC, because I feel
19 that they're acting as a qualifying entity instead of
20 a certifying and registering entity.

21 COMMISSIONER MURPHY: Well, I think you
22 heard what Mr. Lee had to say this morning. And your
23 situation is one in which I was including. And I
24 think what I heard from Mr. Lee is particularly if you
25 have a Host employee involved then there shouldn't be

1 any problem at all, it should be a matter of 10 to 20
2 days whether or not you're a resident of the City and
3 County of San Francisco. And as I understand it the
4 question of whether is a Host employee involved is
5 independent of registration certification.

6 MS. POLLACK: That's why I was under the
7 assumption, that it seemed to me, that was the reason
8 why our actual application was pulled and held, but we
9 had never heard from the HRC, because we thought this
10 happened so that we could reapply under a different
11 partnership.

12 COMMISSIONER MURPHY: Yes.

13 MS. POLLACK: And so we were unable to
14 make the bidding process for that particular
15 restaurant and cafeteria.

16 COMMISSIONER MURPHY: Okay. Thank you.

17 MR. TURPEN: I think that's right. I
18 think, obviously, Host is, or excuse me, HRC is
19 obligated to work under whatever instructions the
20 Commission issues on the matter.

21 COMMISSIONER MURPHY: Well, I assume that
22 this must have been a miscommunication or something
23 that it's based on. Mr. Lee, do I have that right?

24 MR. LEE: I'll talk to Ms. Pollack right
25 after this meeting.

4. The fourth part of the document discusses the consequences of failing to comply with the record-keeping requirements. It states that any individual or entity that fails to comply with these requirements may be subject to civil or criminal penalties.

1 COMMISSIONER MURPHY: Okay.

2 MR. LEE: It appears that any
3 communication that was made in regards to your
4 comments, Commissioner, was not made from my staff.

5 COMMISSIONER JEANPIERRE: Can we have
6 someone follow up on this?

7 MR. TURPEN: Mr. Lee had indicated that
8 he had been talking to someone other than staff, Ed?
9 You might get together with him afterward.

10 COMMISSIONER MURPHY: Yeah. Okay. If I
11 might just add one other comment here on the HRC
12 relationship. We have, as our regular HRC officer at
13 the airport, Nancy Waller, who has, at least in the
14 view of one Commissioner, done an outstanding job with
15 us. So I don't want to give you the impression that
16 everything is terrible; it isn't. We've received very
17 good service.

18 Okay. Aileen Hernandez.

19 MS. HERNANDEZ: Good morning,
20 Commissioners. My name is Aileen Hernandez. And I
21 am, as I said at the last meeting, the chair of the
22 Coalition for Economic Equity. And I sit on the
23 Commission as a representative of the African-American
24 Agenda Council.

25 I want to make a couple of points and

1. The first part of the report deals with the general situation of the country and the progress of the work during the year. It is divided into two main sections: the first section deals with the general situation and the second section deals with the progress of the work.

2. The second part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work in the field and the second section deals with the results of the work in the laboratory.

3. The third part of the report deals with the conclusions of the work during the year. It is divided into two main sections: the first section deals with the conclusions of the work in the field and the second section deals with the conclusions of the work in the laboratory.

4. The fourth part of the report deals with the recommendations of the work during the year. It is divided into two main sections: the first section deals with the recommendations of the work in the field and the second section deals with the recommendations of the work in the laboratory.

5. The fifth part of the report deals with the summary of the work during the year. It is divided into two main sections: the first section deals with the summary of the work in the field and the second section deals with the summary of the work in the laboratory.

1 reiterate some of the things that have been said
2 already. One of them is the business of certification
3 and registration of businesses -- having been one of
4 the people who was very much involved in the formation
5 of the MBE/MWBE ordinance. The issue was to certify
6 businesses, existing businesses, and there is a
7 requirement that you have been in business for a
8 minimum of six months before you can even qualify.

9 COMMISSIONER MURPHY: To be in business
10 to be certified?

11 MS. HERNANDEZ: To be certified, to be
12 certified. You can obviously qualify for a business
13 prior to that, but you can't be certified as a
14 business by the HRC unless you have been in business
15 for six months. The prior speaker, by her own
16 definition, did not meet those requirements, and I
17 think she does need to talk to somebody.

18 COMMISSIONER MURPHY: She could be
19 registered, though, could she not?

20 MS. HERNANDEZ: No, it's again, again
21 what you're talking about is a business, and a
22 qualified business to be certified has to be in
23 business for at least six months. You have to be in
24 business. You can not be a person expecting to go
25 into business and come before the HRC and be

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1 qualified.

2 COMMISSIONER MURPHY: How did Ms. Tong
3 get qualified?

4 MS. HERNANDEZ: Well, that's a good
5 question. That's a very good question, and I think
6 there will be some discussion of that at some later
7 stage. But the HRC ordinance requires that you be in
8 business in order to be certified.

9 COMMISSIONER JEANPIERRE: What about
10 registered?

11 COMMISSIONER MATTISON: Registered is
12 different.

13 MS. HERNANDEZ: Registered is a different
14 situation. The difference between registration and
15 certification has to do with the requirements of the
16 Crossen Decision that you have a certain kind of
17 responsibility based on the percentages of people who
18 are in the community area. So you can be registered;
19 for example, I'm registered under one area because I
20 do not qualify for a preference under that, but I'm
21 certified in other areas where I do qualify for a
22 preference because there is not a basis for indicating
23 the percentages that want to be for each of those
24 positions in those areas. You may want to ask an
25 attorney for that.

1 MS. ROSALES: The concept of registration
2 was one that I came up with when I was drafting the
3 MBE ordinance, and this is a 1989 ordinance.

4 Certification is where you meet all the
5 requirements. You are in business for a period of six
6 months, located in San Francisco, a minority as
7 defined under the ordinance -- for instance,
8 Native-Americans are not quote unquote a minority
9 under the ordinance -- that you have the required
10 percentage of ownership control and management of the
11 business, and that you have an office in San Francisco
12 as defined in the ordinance -- and economically
13 disadvantaged, I should add.

14 When you meet all of that, then you're
15 certified. When you don't meet any of those, then
16 you're registered, but you have to be a business at
17 the time to be registered; in other words, you have to
18 be in business with an office. You may miss the
19 economically disadvantaged requirement, you may miss
20 the being in San Francisco requirement, you may miss
21 being a minority -- for instance, Native-Americans
22 would be registered if they were in business -- but
23 you have to meet the ownership and control and
24 management requirement because that makes --

25 COMMISSIONER MATTISON: But not the six

2. The second part outlines the various methods and tools used to collect and analyze data. It mentions the use of surveys, interviews, and focus groups to gather information from stakeholders. Additionally, it discusses the application of statistical software to process and interpret the collected data.

3. The third part describes the results of the data analysis. It highlights the key findings and trends identified during the study. These findings are presented in a clear and concise manner, using tables and graphs to illustrate the data.

4. The fourth part discusses the implications of the findings for the organization. It explains how the results can be used to inform decision-making and to develop strategies to improve performance. It also mentions the need for ongoing monitoring and evaluation to ensure that the implemented changes are effective.

5. The fifth part concludes the document by summarizing the main points and providing a final statement on the importance of data-driven decision-making. It encourages the organization to continue to invest in data collection and analysis to achieve its long-term goals.

1 months?

2 MS. ROSALES: Not the six months, not the
3 six months. But the being in business -- see the
4 difference is in business versus length of business.

5 MS. HERNANDEZ: I'm not talking about
6 Ms. Tong. I'm talking about a person who's asking
7 about certification and registration and challenging
8 the process of the HRC. I think the point, again, is
9 that she indicated to me that she was not yet in
10 business. She's thinking of putting this together as
11 a business.

12 COMMISSIONER MATTISON: Well, I think
13 there were a couple of points. One is that she could
14 not get a response to determine even if she could have
15 a dialogue to find out what she really needed.

16 MS. HERNANDEZ: The issue about, the
17 issue about whether or not she had the dialogue with
18 the Human Rights Commission -- I just heard that the
19 director indicated that he was perfectly willing to
20 sit down and talk to her, but the point that she made
21 herself was that she is not yet in business. If I
22 heard what she was saying. Right?

23 COMMISSIONER MATTISON: But putting aside
24 the six-month qualification, which is indeed the
25 central issue here, she can go into business in five

1. The first part of the report deals with the general situation of the country and the progress of the work during the year. It is divided into two main sections: the first section deals with the general situation of the country and the progress of the work during the year, and the second section deals with the specific results of the work.

2. The second part of the report deals with the specific results of the work. It is divided into three main sections: the first section deals with the results of the work in the field of agriculture, the second section deals with the results of the work in the field of industry, and the third section deals with the results of the work in the field of commerce.

3. The third part of the report deals with the conclusions of the work. It is divided into two main sections: the first section deals with the conclusions of the work in the field of agriculture, and the second section deals with the conclusions of the work in the field of industry and commerce.

4. The fourth part of the report deals with the recommendations of the work. It is divided into two main sections: the first section deals with the recommendations of the work in the field of agriculture, and the second section deals with the recommendations of the work in the field of industry and commerce.

5. The fifth part of the report deals with the summary of the work. It is divided into two main sections: the first section deals with the summary of the work in the field of agriculture, and the second section deals with the summary of the work in the field of industry and commerce.

1 minutes, she can be in business and come back and
2 supply registration forms --

3 MS. HERNANDEZ: Yeah, but she isn't at
4 this point. So that's -- let's not argue that
5 question because the attorney's already described what
6 those issues are. The point that I would like to make
7 is I'm delighted to see the Human Rights Commission
8 doing as intense a job as it has been doing on the
9 issue that has been lying dormant in the city of San
10 Francisco for a long time.

11 You've heard that your Commission stands
12 out as a shining light in terms of some of the
13 opportunities that have been awarded at the airport
14 and a lot of that has to do with the fact that you
15 have a dedicated staff that you've already recognized.
16 I think that is important to say.

17 The issue that I am concerned about is
18 that the question about the whole selection process is
19 not a new one. In January when we were discussing
20 this question about whether or not the Host
21 International people should be provided the
22 opportunity to simply extend their lease at the
23 airport for another ten years without going out to bid
24 and then fight on, it was not a question that our
25 board was very pleased about. We were not

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3. The third part describes the process of identifying trends and patterns in the data. It highlights the need for a systematic approach to data analysis, involving the identification of key variables and the use of appropriate statistical techniques.

4. The fourth part focuses on the interpretation of the results and the drawing of conclusions. It stresses the importance of considering the context of the data and the limitations of the study. It also mentions the need to communicate the findings effectively to the relevant stakeholders.

5. The fifth part discusses the implications of the research findings for the organization's strategy and operations. It suggests that the insights gained from the study can be used to inform decision-making and to develop new initiatives that align with the organization's goals.

6. The sixth part provides a summary of the key findings and conclusions of the study. It reiterates the importance of data-driven decision-making and the need for ongoing monitoring and evaluation of the organization's performance.

7. The seventh part includes a list of references to the sources used in the study. It mentions several academic journals, books, and reports that provided valuable information and insights.

8. The eighth part contains a list of appendices, which include additional data, tables, and figures that support the findings of the study.

9. The ninth part is a concluding statement that summarizes the overall purpose and objectives of the study. It expresses the hope that the findings will be useful and informative for the organization and its stakeholders.

10. The tenth part is a final note or disclaimer, which states that the findings are based on the data collected and analyzed, and that they may not be applicable to all situations.

1 enthusiastic about that because we were not pleased
2 with the lack of opportunities at the airport for
3 racial and ethnic minorities and for women businesses
4 as we described them under the Host lease.

5 We had a long discussion about this and
6 the promise that there would be some changes and that
7 was what made our board, the board of the Coalition of
8 Economic Equity, decide to go on record, and we did
9 with a letter to both the Board of Supervisors in
10 which we said very clearly, "we understand the details
11 of a selection criteria which Host intends to use to
12 select qualified businesses have not been fully
13 developed." That was our point. And this letter is
14 dated January 13, 1992.

15 The Coalition has established a
16 subcommittee to monitor the second stage of the
17 agreement. It is our intention to maintain close
18 surveillance of the Airport Commission's process to
19 assure that the intent of the agreement will be
20 fulfilled. And the intent of the agreement I think
21 all of us recognize, was to give opportunities to
22 existing businesses who are minority owned or women
23 owned and locally owned businesses to get concessions
24 at the airport.

25 The second issue that came up as a result

1 of that was that we wrote a letter directly to
2 Ms. Gittens at the airport, saying we wanted to be
3 part of that process of reviewing the selection
4 process. We were told that the first phase was
5 already in operation but we would have an opportunity
6 to come back and make some amendments if that appeared
7 to be necessary.

8 The discussions at the last meeting and
9 this meeting clearly indicate that it's necessary,
10 that we need to change the process that is presently
11 under review. It does seem to us very clear that the
12 Commission has a responsibility, as you've already
13 indicated, to make clear your position on whether or
14 not Host employees should be considered as proper
15 applicants under this recommendation. We have already
16 said to you in our letter we don't think they should
17 be. They ought not to be.

18 And as I said at the last meeting I am
19 very much impressed by the marvelous statement that
20 was made by Ms. Tong in terms of her own background
21 and how she has worked so hard to become a successful
22 person. I do not want to see that success diminished
23 in any way. But I also believe that success could
24 have been reached a long time ago by Host simply
25 making that opportunity available to her even before

1 there was any agreement to move forward. So we are
2 still again, as the coalition said, that we recommend
3 strongly, that you do indeed change the selection
4 process to make absolutely clear that Host employees
5 are not qualified as applicants within this special
6 agreement that has been made.

7 And secondly that Ms. Tong, who has
8 already been awarded that lease, should not have that
9 lease removed but should not have that counted towards
10 the percentage that Host has agreed to. I would like
11 to reiterate that again.

12 COMMISSIONER MURPHY: Thank you very
13 much.

14 MS. HERNANDEZ: Thank you.

15 MR. TURPEN: Thank you.

16 COMMISSIONER MURPHY: Mr. Spring or
17 Mr. Underwood, or both.

18 MR. SPRING: Mr. President and members of
19 the Commission, I'm Arthur Spring, senior vice
20 president for corporate development for Host and I'm
21 accompanied by Tom Underwood, who is our general
22 counsel. I would prefer the bulk of our remarks, as
23 well as the responses to any questions you might have,
24 be handled by Mr. Underwood in that he has been
25 directly involved in the entire selection process and

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3. The third part of the report deals with the conclusions and recommendations. It is divided into two main sections: the first section deals with the conclusions and the second section deals with the recommendations.

4. The fourth part of the report deals with the appendix. It is divided into two main sections: the first section deals with the statistical tables and the second section deals with the maps and diagrams.

1 monitoring the appearance of the process to the
2 approved procedures throughout.

3 Prior to passing this over to Tom, I
4 would like, however, to provide you with what I think
5 will be a helpful handout. If I could give this to
6 the secretary. Let me, if I may, pass a copy back to
7 Mr. Lee, and this is merely a summary of what has
8 taken place to date, including the names of all of the
9 proponents that submitted, and we have identified in
10 bold type letter each of the contracts of those
11 applicants who are residents of the City and County of
12 San Francisco, and we have italicized those in which
13 the proponent consists of at least one Host employee
14 as a principal.

15 I think you'll find this helpful in
16 sorting through what has been adequately addressed so
17 far with respect to the confusing use of statistics.

18 One small point of correction, with
19 respect to President Murphy's comments earlier -- the
20 letter which was identified as being submitted by me
21 was, in fact, submitted by Mr. O'Hare. I'm fully
22 aware of this and I just want to clarify the record.

23 I'll be happy to respond to any
24 questions, but as I suggested earlier Mr. Underwood
25 would probably be best qualified to do so because he

1 has been directly involved with this entire process.

2 COMMISSIONER JEANPIERRE: Mr. Underwood,
3 at what time did it become apparent that Host
4 employees were interested in the bidding process?

5 MR. UNDERWOOD: It was obvious from the
6 start. The plan was approved by the Commission on
7 February 4th. There's no restriction in that plan for
8 Host employees to participate. The very first
9 preproposal meeting with representatives from both the
10 airport staff and the Human Rights Commission present,
11 we discussed the issue of what its Host employees
12 participate in. We indicated the conflict of interest
13 section would require them to resign their position to
14 be successful, and it would also be at a disadvantage
15 since some of the selection criteria related to having
16 an existing business and they would not meet those
17 qualifications. But they were, it was clearly
18 indicated, they were put at a disadvantage. As a
19 matter of fact, I believe the first communication ever
20 heard from anyone raised the issue whether or not it
21 was March -- it was a May 4th letter to the Human
22 Rights Commission.

23 COMMISSIONER JEANPIERRE: Did you have
24 any discussions with the HRC initially when this first
25 came up?

2. The second part outlines the various methods and tools used to collect and analyze data. It mentions the use of surveys, interviews, and focus groups to gather information from stakeholders. Additionally, it discusses the application of statistical analysis to interpret the collected data.

3. The third part describes the process of identifying and addressing the needs and concerns of the community. It highlights the importance of active listening and communication in this process. The document also mentions the use of community meetings and public consultations to engage with the community.

4. The fourth part discusses the role of the organization in promoting sustainable development. It mentions the importance of integrating environmental, social, and economic considerations into all decision-making processes. The document also mentions the use of various initiatives and programs to promote sustainability.

5. The fifth part discusses the importance of monitoring and evaluating the organization's performance. It mentions the use of various indicators and metrics to measure progress and identify areas for improvement. The document also mentions the use of regular reporting and communication to keep stakeholders informed.

6. The sixth part discusses the importance of building strong relationships with stakeholders. It mentions the importance of transparency, honesty, and open communication in these relationships. The document also mentions the use of various strategies to build trust and rapport with stakeholders.

7. The seventh part discusses the importance of ensuring the organization's financial stability. It mentions the importance of maintaining accurate financial records and budgets. The document also mentions the use of various strategies to manage financial risks and ensure long-term sustainability.

8. The eighth part discusses the importance of ensuring the organization's legal compliance. It mentions the importance of staying up-to-date with relevant laws and regulations. The document also mentions the use of various strategies to ensure compliance and avoid legal issues.

9. The ninth part discusses the importance of ensuring the organization's ethical integrity. It mentions the importance of adhering to a code of ethics and values. The document also mentions the use of various strategies to promote ethical behavior and prevent misconduct.

10. The tenth part discusses the importance of ensuring the organization's overall success. It mentions the importance of setting clear goals and objectives. The document also mentions the use of various strategies to achieve these goals and ensure the organization's long-term success.

1 MR. UNDERWOOD: There was no discussions
2 at all until we received the May 4th letter and then
3 several days after that we began the interviews of the
4 finalists for the three subcontracts, and in that
5 first interview meeting the representative of the
6 Human Rights Commission raised orally the issue.

7 COMMISSIONER JEANPIERRE: Did you discuss
8 this with airport staff?

9 MR. UNDERWOOD: Not prior to it.

10 COMMISSIONER JEANPIERRE: Have you
11 discussed it with them since that time as of now?

12 MR. UNDERWOOD: Yes. Before we go
13 further there's one correction I'd like to make, which
14 is on the second page with respect to the Carousel
15 Shop. Proponent Number 35 has indicated a stain of a
16 Host employee, that is an error. It's 34 Oak Airport
17 Partnerships, and it has been italicized. I believe
18 that's the only error on this list. Also, the break
19 point you see at the top after number five in the
20 Carousel Shop and the same thing is true for the
21 Golden Gate Bar, and six for the Vista Bar. The ones
22 above that break are the ones who have interviewed.

23 COMMISSIONER JEANPIERRE: I must say
24 frankly that I was somewhat disappointed that your
25 corporation did not consider the spirit of what we

1 were trying to accomplish here, and embark on this
2 process before you just pulled employees into this
3 process and actually ended up selecting one, because I
4 don't think that was in the spirit of what we intended
5 to accomplish with this legislation and through this
6 process.

7 MR. UNDERWOOD: I appreciate your
8 remark, Commissioner, but it was certainly not our
9 intention to do anything that was contrary to the
10 desires of the Commission. And we can certainly use
11 my information -- or was there anything in the plan
12 approved by the Commission to exclude Host employees
13 from participating, and when it was discussed openly
14 in the preproposal meeting, there was no objection
15 raised at that time by either the Human Rights
16 Commission or the airport staff. We proceeded
17 accordingly.

18 COMMISSIONER MATTISON: When it was
19 discussed at the Commission meetings, I'm certainly
20 aware that at least one or two Commissioners held with
21 a very firm understanding that Host employees were not
22 part of this process. And, in fact, I believe, the
23 allusion to some drafting issues, particularly as we
24 reviewed documents at various stages, were of concern
25 and I admit to not having done a legal analysis on the

THE UNIVERSITY OF CHICAGO
DIVISION OF THE PHYSICAL SCIENCES
DEPARTMENT OF CHEMISTRY

REPORT OF THE
COMMISSIONER OF THE
BUREAU OF CHEMISTRY

FOR THE YEAR
1900
CONTAINING
A SUMMARY OF THE
WORK OF THE
BUREAU OF CHEMISTRY
DURING THE YEAR
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AND A LIST OF THE
PUBLICATIONS
ISSUED BY THE
BUREAU OF CHEMISTRY
DURING THE YEAR
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PRESS
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1 figure, conflict of interest clause, but I certainly
2 drew, in a good faith layman's way, from that language
3 that the preponderance -- the fact that that language
4 was that Host employees would not be included.

5 In fact, the language went on and on to
6 describe the exclusionary aspect of Host participation
7 in any of these opportunities, and that aspect of the
8 documentation reviewed clearly accounts for some of
9 the unfortunate misunderstandings. Because, clearly,
10 I think a legal review would have resulted in some
11 documentation changes at that particular point, where
12 a first glance by a layman, nothing adhered to be
13 necessary in that regard. But I believe that reviews
14 of our transcripts would show that we, including some
15 one at the board -- that this was not an opportunity
16 for Host employees, but in fact was a vigorously
17 discussed and negotiated effort to reach into the
18 community and provide additional opportunities to the
19 community.

20 So at this point now we just have to
21 solve that problem, and I believe the Commission has
22 made it pretty clear that it would be best to move
23 forward without benefit of Host employees in the
24 applicant pool, at least in the last part of the
25 process, and we've yet to deal with an analogy on the



1 question of the first phase of the fact that I wasn't
2 serious about any possibility that Susannah Tong's
3 award would be revoked. And that leads us to a
4 relatively small number of other possible alternatives
5 to consider. We may obviously not consider and
6 resolve those today, but as to phases two and three, I
7 believe we were getting very close to the action on
8 that.

9 COMMISSIONER HO: I'd like to add here.
10 My view was different slightly than Commissioner Stan
11 Mattison's, because, you know, I think, you know, we
12 read all the statements about, about this whole
13 sublease program and granted there is no -- I think
14 it's definitely not stated in there that a Host
15 employee should not participate, and I think that's
16 not the intent that we want to set. But on the other
17 hand, though, I think this Commission counts very much
18 for the Human Rights Commission, for people to let us
19 know exactly what was negotiated.

20 Because I can speak, I can speak from my
21 experience, I think that this was four years ago when
22 Host won the extension of the lease at the airport. I
23 personally was very much against it, because I don't
24 feel Host was giving minorities enough participation
25 at that point. And also at that point I don't, I

1 didn't feel that we had a strong enough Human Rights
2 Commission to monitor the whole development of this
3 program. And I think, subsequently, I think when the
4 previous administration decided to go ahead with this
5 particular agreement with Host, I think that we feel
6 that we have a strong Human Rights Director, which is
7 Mr. Lee there, who would monitor all these things and
8 I think our Commission very much depends on him to let
9 us know exactly, you know, what should or should not
10 be done.

11 And at this point, I think, we keep on
12 talking about, about, you know, whether we should
13 award this particular lease to Ms. Tong. I personally
14 think that we definitely should do that, because it is
15 in a sense the bulk of the government with this and
16 whether going ahead, whether we should or not, that's
17 another point. I just wanted to be sure that it is on
18 the record.

19 MR. UNDERWOOD: I agree with you,
20 Commissioner. And if I could point out that on the
21 16th of last month three awards were approved by the
22 Commission. Subsequently, those subcontracts have
23 been signed, and those people are all in operation and
24 in business at the airport today.

25 COMMISSIONER MURPHY: We're not going to

1 unring that bell. Mr. Springer.

2 MR. SPRINGER: I have no further
3 comments.

4 COMMISSIONER MURPHY: Is that what you
5 were going to say?

6 MR. SPRINGER: No, I was just going to
7 remind Mr. Underwood that he should advise Commission
8 that they were in business in there.

9 COMMISSIONER MURPHY: Okay, and what
10 these numbers you've given us, which I think are
11 interesting, indicate is that the Carousel Shop 436
12 proponents rated a Host connection?

13 MR. UNDERWOOD: That's correct.

14 COMMISSIONER MURPHY: And on Snack Bar 8,
15 two of nineteen proponents had a Host connection?

16 MR. UNDERWOOD: That's correct.

17 COMMISSIONER MURPHY: Vista Bar and TCBY,
18 one of twenty-three?

19 MR. UNDERWOOD: And for the one which is
20 under consideration at the moment, not a hanger
21 employee at terminal number two, there are none.

22 COMMISSIONER MURPHY: None.

23 MR. UNDERWOOD: I think another thing
24 that should be looked at by the Commission is this
25 discussion of whether or not people should be required



1 to be in an existing business in order to submit a
2 proposal. We thought that the Commission took a very
3 good point when they opened up the process, and in
4 looking at the proposals that were submitted, we
5 believe that of the 36 proposals that were submitted
6 to the Carousel Shop, 60 percent of those people would
7 not have been eligible had they been required to be in
8 business prior to submitt'ng their proposal. And
9 similar percentages, I think, are applied to both the
10 Golden Gate Bar and the Vista Bar.

11 As a matter of fact, with respect to the
12 proposals we received from the hanger employee
13 cafeteria number two for business, existing business
14 requirement, only two of the nine proponents would be
15 eligible. We think we'd be much better off having a
16 larger pool.

17 COMMISSIONER MURPHY: Okay. Questions?
18 Do you have anything to tell us in terms of what your
19 point of view is at this time? I think there are two
20 matters that are really before the house. One is
21 whether we should pass a resolution on the question of
22 eligibility of current and former Host employees under
23 some standard, apparently, to participate in the
24 process, and during the process we find that they not
25 be eligible to participate.

1 And second, it has been suggested to us
2 by several speakers that the award that Ms. Tong,
3 which cannot be undone -- I think we can all agree on
4 that -- is nonetheless one that you not have on the
5 panel of 33 percent.

6 MR. UNDERWOOD: Well, as you say,
7 Commissioner, we had used the plan as approved by the
8 Commission as our guide. We have followed that plan
9 to the letter. We have crossed every "T" and dotted
10 every "i". As far as whether Host employees should be
11 eligible in stages two and three, quite frankly we
12 don't care.

13 What we want from the Commission is to
14 give us guidance. Tell us what you want us to do and
15 we will do it. With respect to whether or not the
16 award to Mrs. Tong should account towards the 33
17 percent, we certainly think it should because it was
18 awarded and approved by the Commission and signed in
19 accordance with the plan which qualified through the
20 Commission.

21 Thank you very much.

22 COMMISSIONER MURPHY: Okay. Thank you.

23 MR. TURPEN: Thank you.

24 COMMISSIONER MURPHY: I don't think we
25 have any more speakers on this subject. Okay. I

1 think that's all we have on this issue.

2 Mr. Turpen, what do you have to suggest
3 for us?

4 MR. TURPEN: I think, Mr. President, that
5 there really is only one issue before the Commission
6 and that is an issue of whether Host and/or members of
7 the city official family should be allowed to
8 participate. That has been the central theme all
9 along, although we've tended to focus on Host. In the
10 Commission's earlier deliberations there was a
11 question of, certainly, persons from the airport staff
12 as well.

13 Clearly we can execute whichever,
14 whichever alternative the Commission elects to
15 allow -- continued participation or to deny that
16 participation. I would look to the Commission for
17 their view and then prepare to embody their view in an
18 appropriate resolution and transmit that resolution to
19 the interested parties. I will, however, before going
20 on say that I think that any representations that the
21 Airports Commission's staff, San Francisco's Airports
22 commitment to minority and women's business
23 opportunities has been less than outstanding would be
24 an unfair characterization.

25 This Commission is well aware that the



1 airport created the first opportunities in concession
2 development in 1983. That 33 percent of concession
3 space at the airport, some 42 contracts have been
4 awarded to minority and women's firms in the retail
5 area. In construction contracts, both registered and
6 certified firms continued to receive a lion's share of
7 activity at the airport.

8 Since 1983, 41 percent of all
9 construction contracts have been awarded to M & WBE's,
10 which I think is a number which speaks for itself. In
11 the emergency contracts area as well, over 40 percent
12 have been awarded to MWBE's, so I think the airports
13 record is an outstanding one. The Host food and
14 beverage proposal was a way that the Airports
15 Commission quote could expand what it had done in
16 construction contracts, personal services and
17 concessions into a food and beverage area which had
18 traditionally been one that the community wanted to
19 participate in. So with that I would look to the
20 Commission to share with staff its view and we will
21 execute that view.

22 COMMISSIONER MURPHY: Can we frame a
23 verbal resolution at this time?

24 MR. TURPEN: Yes, you may.

25 COMMISSIONER MURPHY: We heard a

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1 procedure took out of the last awards. I think it was
2 a resolution on this issue which reads as follows.
3 This claims the same thing the Commission said.
4 Resolve that neither current nor former Host and city
5 employees are eligible to submit a proposal for
6 facilities under phases two and three of the sublease
7 plan, and if they've been employed by either Host or
8 the city within 12 months of the submission deadline
9 for proposals for any of the facilities being offered
10 under phases two and three of the plan.

11 That basically is the 12-month cutoff,
12 and the point, I think, is not deal with affiliates of
13 whatever, which is a subject that is too murky for me
14 to get hold of. Your comment.

15 MR. TURPEN: Yes, Commissioner Murphy. I
16 only have one thought in this regard and that is that
17 probably to make it cleaner for everybody concerned we
18 should make the effective date, the date of the
19 Airport Commission's approval.

20 COMMISSIONER MURPHY: Which was?

21 MR. TURPEN: Which was about -- I'm
22 trying to remember the date now.

23 COMMISSIONER MURPHY: This is approval of
24 the --

25 MR. TURPEN: Of the Host, of the Host --

2. The second part outlines the various methods used to collect and analyze data, including surveys, interviews, and focus groups. It also describes the statistical techniques employed to interpret the results.

3. The third part presents the findings of the study, highlighting the key trends and patterns observed. It includes a detailed analysis of the data and a discussion of the implications for future research.

4. The fourth part concludes the document by summarizing the main points and providing recommendations for further action. It also includes a list of references and a bibliography.

5. The fifth part contains a list of appendices, which include additional data, charts, and tables. These are provided for reference and to support the findings of the study.

6. The sixth part is a list of footnotes, which provide additional information and references for the data and sources used in the study.

7. The seventh part is a list of references, which includes a comprehensive list of all the sources cited in the document.

8. The eighth part is a list of tables, which provides a summary of the data presented in the study.

9. The ninth part is a list of figures, which includes a summary of the charts and graphs used in the study.

10. The tenth part is a list of appendices, which includes a summary of the additional data and information provided in the study.

1 COMMISSIONER MURPHY: -- of the Host
2 renewals in November sometime?

3 MR. TURPEN: Yes.

4 COMMISSIONER MATTISON: It was November
5 sometime.

6 MR. TURPEN: Yes, it was November. My
7 recollection is November sometime, but we can get an
8 exact date and include that in the resolution and that
9 would then make it very, very clear to people as
10 opposed to have a rolling forward because of phase two
11 and phase three.

12 COMMISSIONER MURPHY: I think there's
13 maybe some logic to that.

14 MR. TURPEN: It's offered as an
15 alternative is all.

16 COMMISSIONER MURPHY: Okay.

17 COMMISSIONER BROOKS: Will that not
18 create a problem with Ms. Tong?

19 COMMISSIONER MURPHY: No. This is, this
20 is for the facilities under phases two and three.
21 Ms. Tong is in. Okay. Is -- the question of
22 Mr. Spring, is proponents for hanger and airport
23 employee cafeteria, is that phase one or phase two?

24 MR. SPRING: Phase two.

25 COMMISSIONER MURPHY: That's phase two.

1 So we're done with phase one?

2 MR. SPRINGER: Phase one consisted of the
3 first two facilities listed in your package.

4 COMMISSIONER MURPHY: All right, so
5 what's being proposed is resolved that neither current
6 nor former Host and city employees -- don't we need,
7 Ms. Lawyer, don't we need neither current nor former
8 Host or city employees?

9 MS. ROSALES: Yes, or city employees
10 would be better.

11 COMMISSIONER MURPHY: The way it reads it
12 can apply only to somebody who is both a city employee
13 and a Host employee. Neither current nor former Host
14 or city employees are eligible to submit proposals for
15 facilities under phases two and three of sublease plan
16 if they've been employed by either Host or the city --
17 I probably ought to read it -- any time after
18 November --

19 MR. TURPEN: Whatever the date was,
20 right.

21 COMMISSIONER MURPHY: -- the approval of
22 what they meet here is the approval date --

23 MR. TURPEN: For the Airports Commission
24 approval date of the Host sublease option.

25 COMMISSIONER MURPHY: For any of the

1 facilities being offered under phases two and three of
2 the plan.

3 COMMISSIONER MATTISON: Second.

4 COMMISSIONER MURPHY: We can take that as
5 a motion.

6 COMMISSIONER MATTISON: Take that as a
7 motion.

8 MS. ROSALES: I'd like to raise a point.
9 There's been much discussion of the differences
10 between certification and registration. In the plan
11 itself you specify what an MBE is. In other words,
12 who is an MBE and how you qualify as a small business,
13 but it's vague or silent on whether you have to have
14 an existing business at the time of application.

15 Without clarification from the
16 Commission, you're essentially allowing the Human
17 Rights Commission to apply their existing rules when
18 it comes to the question of whether to certify or to
19 register. I would suggest that you write in some
20 guidance to the Human Rights Commission so they know
21 when to register and when to certify.

22 COMMISSIONER MURPHY: I'll stand
23 corrected by Ms. Hernandez or any of the other two
24 with our difference in this process. I thought that
25 what we were doing is permitting -- we have had

1 various business requirements as Commissioner
2 Jeanpierre pointed out and we had deleted those or
3 greatly reduced them so people who had in essence to
4 start up enterprise could participate.

5 COMMISSIONER MATTISON: But the
6 technical --

7 COMMISSIONER MURPHY: That would expand
8 them, is that right?

9 MR. TURPEN: Yes.

10 COMMISSIONER JEANPIERRE: Yes, it does.

11 COMMISSIONER MATTISON: The only time it
12 becomes germane, though, is when you're dealing with a
13 nonexistent business and in order to qualify for the
14 minimum hurdle, which is called registration, you need
15 to officially go in to business. I suggest it's not a
16 very high hurdle and so even if we just advocate to the
17 HRC criteria if someone wants to apply, they should
18 technically form a business. Is that sufficient?

19 MS. ROSALES: Well, it's, it sounds, to
20 me it sounds like it's not a high hurdle but you have
21 to be, have an office, in other words an existing
22 office in some location -- forget about San Francisco
23 for the moment -- and there is certain requirements
24 under the HRC ordinance and regulations that say what
25 that means.

1 COMMISSIONER MATTISON: So it's not legal
2 a formation that's --

3 MS. ROSALES: It's not like one day
4 overnight you can do it, no.

5 MR. TURPEN: Partnership or whatever.

6 COMMISSIONER MATTISON: All right.
7 There's a big difference, yes.

8 MS. ROSALES: So, for instance, say an
9 employee of McDonalds: if they were an employee today
10 they could not qualify for registration unless the
11 rules have changed since I've last looked at them.

12 MR. LEE: Generally, that's --

13 COMMISSIONER MURPHY: Mr. Lee, help us
14 out here.

15 MR. LEE: Ed Lee, from the Human Rights
16 Commission. Generally that's true, but it's not as
17 easy as you might think. It depends upon what exactly
18 the business is set up for.

19 For example, if any of these concessions
20 involved the need to have a liquor license -- which is
21 the principals of Host have their license and who's
22 really in control -- those very minor details have to be
23 read by our staff. It may take a lot longer,
24 depending upon the type of business they're proposing
25 and whether it meets qualifications set up by Host to

1 run that operation.

2 So it isn't just as easy as one might
3 think. And some of these concessions need a liquor
4 license and involve a certain degree of operations and
5 know-how. The principals have to be judged by not
6 only where they, not so much where they live, but do
7 they have the requisite, at least the minimum
8 qualifications.

9 COMMISSIONER MATTISON: Right. Good
10 point. I think we're dealing with -- in fact should we
11 make the registration easier, especially in light of
12 your comment, in order to keep the threshold at a low,
13 broadly extending the applicant pool and then let the
14 scoring system and its subsequent evaluations and
15 business plan presentations and interview process sort
16 out the true qualifications.

17 COMMISSIONER MURPHY: I think our intent
18 here is not to create a Catch 22 where for applicants
19 that are disfavored for some reason, you have to have
20 a liquor license and you can't get a liquor license
21 until you have a place of business, etc, etc.

22 I mean, there is a process for the liquor
23 license, for a temporary licensing and temporary
24 transferees or other stuff and I think it's the sense
25 of this Commission and I think it was the sense of the

1 woman that appeared before us that we wanted to
2 broaden the scope of opportunities.

3 MR. LEE: Well, we have not changed that.
4 And I assure you we didn't do that.

5 COMMISSIONER MURPHY: Okay.

6 MR. LEE: And we haven't. We've abided
7 by the agreement the staff has had with us in terms of
8 registering newly formed business entities. It just,
9 I just don't want you to go away assuming that is a
10 two-day process, as opposed to maybe a ten-day or
11 maybe a two-week process.

12 COMMISSIONER MURPHY: That type of time
13 frame is the trouble. Okay, I don't think we should
14 clutter this resolution with that issue. If you want
15 to give an opinion.

16 MS. ROSALES: No, that perhaps the
17 clarification can be that when you use the word
18 registration that you explain that that includes newly
19 formed businesses, because what you would have is a
20 situation, for instance, an employee -- this is I'm
21 just playing devil's advocate -- an employee from
22 McDonald's, for instance, that's employed today would
23 not be able to that easily form a business in the food
24 and beverage concession, unless you say something like
25 that if that's your intent.

1 COMMISSIONER MATTISON: Right. You can't
2 go into business just for the purpose of bidding.

3 MS. ROSALES: That's right.

4 COMMISSIONER MATTISON: And then you lose
5 and then --

6 MS. ROSALES: That's right. Exactly.
7 That's right. The time of -- that's right.

8 COMMISSIONER MATTISON: I think that we
9 should embody that sentiment. The question should
10 this resolution --

11 COMMISSIONER MURPHY: I would. Let's do
12 it in two resolutions.

13 MR. TURPEN: Fine.

14 COMMISSIONER MURPHY: Okay. We've got a
15 motion. We've got a second, a discussion on the
16 resolution.

17 Mr. Lee, does that definition of, as of
18 last November, whatever it is, work for you?

19 MR. LEE: Yes.

20 COMMISSIONER MURPHY: White line test?

21 MR. LEE: Yes.

22 COMMISSIONER MURPHY: Okay. Comments?

23 Okay. Vote.

24 SECRETARY CARAMATTI: Commissioner
25 Murphy.

2. It also outlines the various methods used to collect and analyze financial information, including the use of spreadsheets and specialized accounting software.

3. The second part of the document focuses on the internal controls and procedures that are in place to prevent fraud and ensure the accuracy of the financial statements.

4. This section also discusses the importance of regular audits and the role of the external auditors in providing an independent opinion on the financial statements.

5. The third part of the document provides a detailed overview of the company's financial performance over the past year, including a breakdown of revenue, expenses, and net income.

6. It also includes a comparison of the company's performance to industry benchmarks and a discussion of the factors that have contributed to the results.

7. The fourth part of the document discusses the company's financial outlook for the future, including the expected revenue and expenses for the next year.

8. It also includes a discussion of the various risks that could impact the company's financial performance and the strategies that are in place to mitigate these risks.

9. The final part of the document provides a summary of the key findings and conclusions of the financial review, as well as recommendations for areas of improvement.

10. It also includes a list of the various stakeholders who were involved in the review process and a discussion of the next steps that will be taken to implement the recommendations.

1 COMMISSIONER MURPHY: Yes.

2 SECRETARY CARAMATTI: Commissioner

3 Mattison.

4 COMMISSIONER MATTISON: Yes.

5 SECRETARY CARAMATTI: Commissioner

6 Jeanpierre.

7 COMMISSIONER JEANPIERRE: Yes.

8 SECRETARY CARAMATTI: Commissioner Ho.

9 COMMISSIONER HO: Yes.

10 SECRETARY CARAMATTI: Commissioner

11 Brooks.

12 COMMISSIONER BROOKS: Yes.

13 COMMISSIONER MURPHY: Now let our lawyer
14 tell us about what the resolution is.

15 MS. ROSALES: I would suggest that the
16 resolution provide that where the plan requires
17 registration by the Human Rights Commission, that the
18 Commission intend registration to include newly-formed
19 businesses. I mean, that's -- I can draft a reg -- if
20 you pass a motion like that I can come back with the
21 proper language for you.

22 COMMISSIONER MURPHY: Good.

23 COMMISSIONER JEANPIERRE: All right.

24 Because I think it creates some difficulty, because I
25 think, as Mr. Lee was saying, in terms of individuals



1 having to secure the liquor licenses and all that,
2 this may take some time. I think that the spirit of
3 this is that individuals who have the experience, the
4 financial capabilities, will in those type of
5 things -- should be permitted to participate. Now, as
6 to how we merge that --

7 COMMISSIONER MURPHY: Well, what we don't
8 want to do is create some Catch 22. Which is you got
9 to have a business before you can become a business.

10 COMMISSIONER JEANPIERRE: That's what I'm
11 saying. Yes.

12 COMMISSIONER MURPHY: Yes, and I think
13 you had it about right.

14 COMMISSIONER BROOKS: But didn't you say
15 you had to have a, or required to have an office?

16 MS. ROSALES: Under the HRC's rules, you
17 have to have quote unquote an office which is the
18 kinds of things the HRC looks at. For instance, do
19 you have stationery with the business name.

20 COMMISSIONER MURPHY: This is for a
21 registration?

22 MS. ROSALES: This is for registration.

23 COMMISSIONER MATTISON: But that's what
24 we're trying to mitigate. We're trying to pull down
25 the criteria to, essentially, a lower level --



1 MS. ROSALES: Yes.

2 COMMISSIONER MATTISON: Let's say a newly
3 formed business --

4 MR. TURPEN: For this purpose.

5 COMMISSIONER MATTISON: -- even though
6 the ink may still be wet, it's still qualifying if the
7 applicants were otherwise qualified.

8 MS. ROSALES: Or proposes a newly formed
9 business, because applicants may not be in business
10 exactly at the time they submit their proposal.
11 That's, I believe, the intent of the Commission.

12 COMMISSIONER MURPHY: Mr. Lee.

13 MR. LEE: With the number of discussions
14 going on I think this is a little more complicated
15 than we might have thought. I would ask if there is
16 no hurry to do this, that we preserve for the next
17 meeting so that we can take a look at that item that's
18 being proposed and have at least some time to review
19 it, because there may be some repercussions here we're
20 not right now, on my feet, able to ascertain on the
21 registration part. I can request that --

22 MR. TURPEN: I think there's a timing,
23 there may be a timing problem. Mr. Underwood.

24 COMMISSIONER MURPHY: Why don't you wait
25 right there, Mr. Lee.

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1 MR. UNDERWOOD: We have already solicited
2 proposals for both subcontracts in phase four. As a
3 matter of fact, as indicated by Commissioner
4 Jeanpierre, we already have the proposals in --

5 COMMISSIONER MURPHY: Phase four or phase
6 two?

7 MR. UNDERWOOD: I'm sorry, phase two. We
8 already have proposals in for subcontract number four
9 as the first part of phase two.

10 COMMISSIONER MURPHY: Yes.

11 MR. UNDERWOOD: In phase one, and in the
12 first part of phase two, the Human Rights Commission
13 was able to issue the certification and registration
14 letters for all 58 proposals in rather short order.
15 They qualified a number who were new businesses. I
16 certainly suggest to the Commission that perhaps we
17 not change anything.

18 COMMISSIONER MURPHY: If it ain't broke
19 don't fix it.

20 MR. UNDERWOOD: That's correct.

21 COMMISSIONER MURPHY: All right. Well, I
22 guess that's the same thing that Mr. Lee is looking
23 for, but stated in a different way, is it not?

24 MR. LEE: Right. I'm not aware of any
25 special problems at this phase.

1. The first part of the report deals with the general situation of the country and the progress of the work during the year.

2. The second part contains a detailed account of the work done in the various departments.

3. The third part gives a summary of the results of the work and a statement of the financial position.

4. The fourth part contains a list of the names of the persons who have been employed during the year.

5. The fifth part contains a list of the names of the persons who have been promoted during the year.

6. The sixth part contains a list of the names of the persons who have been dismissed during the year.

7. The seventh part contains a list of the names of the persons who have been transferred during the year.

8. The eighth part contains a list of the names of the persons who have been appointed during the year.

9. The ninth part contains a list of the names of the persons who have been retired during the year.

10. The tenth part contains a list of the names of the persons who have been deceased during the year.

1 COMMISSIONER MURPHY: Well, I assume
2 you're going to resolve that.

3 MR. UNDERWOOD: Well, it wouldn't be
4 right if we had an issue or two with the Commission in
5 respect to that mathematics.

6 MR. TURPEN: I think the Commission has
7 a -- we wound up at this point because of language or
8 technical glitches, if you will. I think it's
9 important, and would defer to general counsel. I
10 think it's important that we capture the Commissions
11 intent with respect to registration in some language
12 today to insure that the Commission's view is, I mean,
13 Human Rights, is perfectly willing to execute the
14 Commission's desire here, but I think they need to
15 have that.

16 COMMISSIONER MATTISON: Well, I think the
17 flavor of the phrase newly formed businesses and
18 expanding on that should do it. I mean, we have total
19 confidence that people come up with the language that,
20 that effectively is consistent and takes the advantage
21 of what we've got that's working so far, but also goes
22 further so as not to exclude would-be applicants
23 starting a slot.

24 COMMISSIONER MURPHY: Okay.

25 MR. TURPEN: We will capture that in a

1 resolution and confirm it to you.

2 COMMISSIONER MURPHY: And we will
3 preserve the 33 percent issue for another day.

4 MS. HERNANDEZ: May I make a comment?

5 COMMISSIONER MURPHY: Sure.

6 MS. HERNANDEZ: I am not sure that the
7 coalition will go along with this concept of
8 registration until we see the wording and until we see
9 what the impacts of it are. So we would like to see
10 that and we would like to have a chance to respond to
11 the Commission's recommendations.

12 COMMISSIONER MURPHY: Sure. Sure.

13 COMMISSIONER MATTISON: That's fair
14 enough.

15 MR. UNDERWOOD: I'd like to make one
16 comment. The Federal Aviation Administration has
17 indicated to us they consider the program that you're
18 administering here, this new contract that's been
19 bottled, which they would like to see copies of. The
20 representatives of other major airports have attended
21 our preproposal conferences just to see how it's being
22 done.

23 COMMISSIONER MATTISON: We're just trying
24 to improve it, and the FAA is very easy to please
25 anyway.



1 MR. TURPEN: As we all know.

2 COMMISSIONER MURPHY: All right.

3 MR. TURPEN: We might maybe take three
4 minutes to, take maybe a three-minute break to let
5 everybody who wants to leave.

6 COMMISSIONER MURPHY: Okay.

7 MR. TURPEN: And give our court reporter
8 a chance to rest up.

9 COMMISSIONER MURPHY: Okay. We're gonna
10 take about a three minute break to let the court
11 reporter take a rest here and then we will go into
12 Item Number 2.

13 (Whereupon a recess was taken.)

14 MR. TURPEN: Ladies and gentlemen, if we
15 could ask you to reconvene, please. Sheldon, if you
16 could ask people to reconvene, please.

17 COMMISSIONER MURPHY: Okay. Next item.

18 SECRETARY CARAMATTI: Next is Item Number
19 2. Modification of Bond Counsel Contract.

20 COMMISSIONER MURPHY: Item 2.
21 Modification of -- I'll repeat it if you don't mind.

22 SECRETARY CARAMATTI: Yes.

23 COMMISSIONER MURPHY: Modification of
24 contract with co-bond counsel.

25 MR. TURPEN: The matter before the



1 Commission is self-explanatory. It deals not only
2 with potential future issues, if in fact the Master
3 Plan goes forward, but also refunding of Series D & E
4 in early 1993 to take advantage of some favorable
5 interest rates. I'd ask the Commission's approval at
6 this time on this amendment.

7 COMMISSIONER MURPHY: The bulk of this, I
8 take it, is we were not to proceed with the Master
9 Plan.

10 MR. TURPEN: Right. It's paid from bond
11 proceeds, so if there are no bond proceeds --

12 COMMISSIONER MURPHY: Okay.

13 MR. TURPEN: As I understand it.

14 COMMISSIONER MURPHY: Move.

15 COMMISSIONER JEANPIERRE: Second.

16 SECRETARY CARAMATTI: Commissioner
17 Murphy.

18 COMMISSIONER MURPHY: Yes.

19 SECRETARY CARAMATTI: Commissioner
20 Mattison.

21 COMMISSIONER MATTISON: Yes.

22 SECRETARY CARAMATTI: Commissioner
23 Jeanpierre.

24 COMMISSIONER JEANPIERRE: Yes.

25 SECRETARY CARAMATTI: Commissioner Ho.



1 COMMISSIONER HO: Yes.

2 SECRETARY CARAMATTI: Commissioner
3 Brooks.

4 COMMISSIONER BROOKS: Yes.

5 SECRETARY CARAMATTI: Next you have the
6 Consent Calendar.

7 COMMISSIONER MURPHY: Okay. Next item is
8 the Consent Calendar. We had a request to speak, I
9 believe, on Item Number 4. Item Number 4 is --

10 MR. TURPEN: Amendments in addition to
11 airport rules and regulations governing limousine
12 operations.

13 COMMISSIONER MURPHY: Okay. Rafael
14 Salazar.

15 MR. TURPEN: Mr. Salazar.

16 MR. SALAZAR: Good morning. There's
17 another gentleman that has also asked permission to
18 speak before me, Don Menke.

19 COMMISSIONER MURPHY: Yes.

20 MR. SALAZAR: He's also representing the
21 California Limousine Association, and I wondered if I
22 could speak after him since I need to prepare a
23 minute.

24 COMMISSIONER MURPHY: Sure. I just took
25 them in the order I had them, but why don't you just



1 have a seat right here and we'll get him up.

2 MR. SALAZAR: Thank you.

3 COMMISSIONER MURPHY: Mr. Menke.

4 MR. MENKE: Good morning. I'm with
5 Chauffeur Limousine, California Limousine Association.
6 And as an association and operator of San Francisco
7 there's a couple of areas that we'd like to bring up
8 and sort of clarify and then amend this further so it
9 would benefit the issue that you're trying, I think
10 the issue you're trying to gather some trip fees for
11 the limousine services.

12 COMMISSIONER MURPHY: Where were you on
13 the 16th of June?

14 MR. MENKE: Well, that's correct, I was
15 here at the last meeting, but the Host meeting took so
16 long that I had to attend to my business, as I'm a
17 small operator and I don't have staff to run
18 everything so I had to stay with my business.

19 I got this information -- it was faxed to
20 us on, to our association -- on the day before the
21 second meeting on the 16th, so we have the 15th, I
22 believe. June 12, 1992. So the first meeting we
23 weren't notified that this was going on and we didn't
24 have any idea what was happening. We could have
25 worked together on this and eliminated your time and

1 our time on the issue. A couple issues, we're --

2 COMMISSIONER MURPHY: Your organization
3 didn't know this was going on?

4 MR. MENKE: No, we did not. We were not
5 notified. It was faxed by David Dunn, property
6 management at the airport on June 12th, at 14:36.
7 That's the first --

8 COMMISSIONER MURPHY: That's the 16th
9 this Commission Hearing was on.

10 MR. TURPEN: It was a continued hearing.

11 MR. MENKE: I was here on the 16th, but I
12 couldn't stay the whole time due to my business. I
13 had to be there. I was here, I waited and waited, but
14 I'm here on the 7th.

15 COMMISSIONER MURPHY: You didn't have a
16 slip in on the 16th either?

17 MR. MENKE: No, I did not have a slip in.
18 Are you going to prohibit us from looking at the Gwen
19 Moore bill and the issues that you are trying to put
20 into rules and regulations?

21 COMMISSIONER MURPHY: Well, I guess we'll
22 hear from you, but I'm a little mystified as to how
23 your organization didn't know of this.

24 MR. MENKE: I had several members call
25 the airport and talk to property management, and

1 property management stated to all the people who
2 called that this issue was to be mailed out to all the
3 operators. Not one limousine service in San Mateo
4 County or the seven bay area counties received this
5 information, except for the treasurer in Truckee,
6 California. Truckee, California -- that's how we got
7 it. They faxed it from Truckee to San Mateo. That's
8 how we received this information.

9 COMMISSIONER MURPHY: Okay. I'm sorry
10 about that.

11 MR. TURPEN: Well, we can deal with that
12 now or listen to the comments and respond at the end
13 as you would wish.

14 COMMISSIONER MURPHY: I'm just curious
15 whether the notice was given or not.

16 MR. TURPEN: Mr. Rhoades, property
17 management, Mr. Fein's here from Landside.

18 MR. RHOADES: Commissioner, we mailed the
19 packages to the three major associations -- California
20 Association, the Associated Limousines of San
21 Francisco and Sunnyvale -- the three associations. We
22 do not mail out to every individual operator
23 throughout the state of California. It's an
24 impossible task.

25 COMMISSIONER MURPHY: When were these

The fifth part of the document outlines the responsibilities of the financial management team. It states that the team is responsible for ensuring that all financial transactions are properly recorded and reported. They are also responsible for analyzing the data and providing recommendations to the management based on their findings.

The eighth part of the document outlines the procedures for reconciling the accounts. It states that the accounts should be reconciled at the end of each month to identify any discrepancies. This process involves comparing the internal records with the bank statements and ensuring that they match. Any differences should be investigated and resolved promptly.

The ninth part of the document describes the methods for analyzing the financial data. It suggests that the data should be analyzed on a regular basis to identify trends and patterns. This can help in making informed decisions about the future of the organization. The analysis should take into account both the current financial position and the long-term goals of the organization.

1 mailed?

2 MR. RHOADES: They were mailed, the last
3 ones mailed the day, usually mailed the day that you
4 receive your packages. So it's on a Thursday before
5 the Commission meeting.

6 MR. TURPEN: And when was the first one
7 mailed?

8 COMMISSIONER MURPHY: But it's the
9 previous mailing, that's what I'm driving at.

10 MR. RHOADES: It would have been the
11 Thursday before that Tuesday. Whatever day the
12 Tuesday was is the previous Thursday.

13 MR. TURPEN: The 16th, so it would be the
14 13th, roughly, or the 12th on one package and on the
15 previous package --

16 MR. RHOADES: It would have been still
17 the Thursday, towards the Thursday before the Tuesday
18 meeting.

19 COMMISSIONER MURPHY: Okay. Mr. Menke.

20 COMMISSIONER JEANPIERRE: Well, another
21 question.

22 MR. MENKE: As a president of the
23 association in California our position here is that we
24 did not receive any package.

25 COMMISSIONER JEANPIERRE: How do you

1 usually stay abreast of situations at the airport? Do
2 you, as a matter of course, go out and read things, or
3 write, or call, or how do you usually get your
4 information?

5 MR. MENKE: Well, we do it just like --
6 either we get the information package you folks mail
7 out in a timely manner, at times some issues we call
8 up the airport, we ask through word of mouth, through
9 Commissioners meetings and that's how we find out
10 what's going on.

11 I don't believe -- we can ask Pete Labor
12 if he received a packet since he's the president of
13 the limousine association. I don't know one of the
14 associations in the bay area that received this
15 packet. But I'd like to go on and just work -- we
16 received it 6-13, that was the day we received it.

17 COMMISSIONER MURPHY: That's the packet
18 for the 16th meeting. What about the packet for the
19 meeting on the 7th?

20 MR. MENKE: We didn't receive that.
21 That's one reason we're here first day, at the first
22 Commissioners meeting.

23 COMMISSIONER MURPHY: All right. Let's
24 hear what you've got to say.

25 MR. MENKE: Well, on the rules and

1 regulations the questions I have would be if we have a
2 vehicle inspection by the airport police and our
3 question would be are airport police, are they
4 qualified to inspect the vehicles? They take care of
5 transportation around the airport. That's not
6 required by the PUC or the DMV and under the Gwen
7 Moore Bill 1506, we shouldn't be authorized to be
8 inspected at the airport. There's a certain
9 question --

10 COMMISSIONER MURPHY: Why not? Wait,
11 wait, wait, wait, wait. You just lost me here
12 altogether. Why not?

13 MR. MENKE: Why?

14 COMMISSIONER MURPHY: We inspect Super
15 Shuttle. We inspect all kinds of people.

16 MR. MENKE: Well, the way I understand
17 it, correct me if I'm wrong, is under Bill 1506 that
18 there's no, the airports -- the way the bill reads is
19 any municipality is not allowed to tax or to provide
20 any extra, you know, hindrance to a company that's not
21 already required by the California PUC. Am I --

22 MR. MAERZ: This is for a business
23 clarification. There is a provision in Public
24 Utilities Code 5371.4 --

25 MR. TURPEN: Excuse me, Bob, would you

1 come forward just so everybody can hear you, please.

2 Thank you.

3 MR. MAERZ: There is a provision in the
4 Public Utilities Code 5371.4 that was authored by Gwen
5 Moore that prohibits governing bodies of airports
6 imposing more burdensome insurance licensing and
7 safety requirements than those that are imposed by the
8 PUC.

9 COMMISSIONER MURPHY: Okay.

10 MR. MAERZ: The rules and regulations,
11 they are consistent with the bill.

12 COMMISSIONER MURPHY: Your view is that
13 we have a right to inspect vehicles doing business at
14 the airport?

15 MR. MAERZ: There is a provision in the
16 rules and regs. It's section 147812B that it exempts
17 limousine permittees from the inspection requirement.
18 The inspections that will be done on limousine
19 permittees will be done in conjunction with the Public
20 Utilities Commission, so there won't be any conflict
21 with the legislation.

22 COMMISSIONER MURPHY: Okay.

23 MR. MENKE: And my question would be,
24 what time frame do you plan to inspect these vehicles?

25 MR. MAERZ: That would be up to the PUC.

1 COMMISSIONER MURPHY: I think you're in
2 the wrong place.

3 MR. MENKE: Excuse me.

4 COMMISSIONER MURPHY: I think you're in
5 the wrong place. But, anyhow, you're not gonna get
6 anywhere trying to persuade this Commission that
7 extending the way you do it, inspecting the vehicles,
8 carrying passengers to and from the airport is
9 something we shouldn't be doing.

10 MR. MENKE: Do we set up a time frame,
11 though, when we can bring in our --

12 COMMISSIONER MURPHY: This is a
13 Commission. You got the PUC to deal with, the airport
14 staff to deal with. Let's stick to the policy.

15 MR. MENKE: Let's deal with the
16 regulations of the Commission.

17 MR. TURPEN: Mr. President, there may be
18 some confusion here. Might I suggest, one, that this
19 gentleman talk to Mr. Fein and staff just to get a
20 sound basis for any concerns that may remain after he
21 talks to them because there's obviously some confusion
22 in interpreting the written word and how it pertains.
23 I'd be happy to hear whatever --

24 COMMISSIONER MURPHY: This one just
25 doesn't look like a Commission issue to me.



1 MR. MENKE: Well, there are several
2 issues that go on.

3 COMMISSIONER MURPHY: Okay, go ahead.

4 MR. MENKE: At the Commission, I, you
5 know -- and it involves a procedure that if you hear
6 them out and then resolve them -- I called the airport
7 and asked for the clarification for this and I talked
8 to Rob Maerz and he stated to me, quote, that he
9 didn't care what the Gwen Moore bill had to say and
10 this is the way it was gonna be. So as I finish --

11 COMMISSIONER MURPHY: Sounds just like
12 him.

13 MS. ROSALES: No, it doesn't.

14 MR. TURPEN: We might take these one at a
15 time, Mr. Maerz.

16 MR. MAERZ: Just as an aside,
17 Commissioners, I, myself and Deputy Director Angela
18 Gittens, met with Gwen Moore a little over a week ago.
19 She is aware of our rules and regs amendments, and she
20 doesn't have any objections to it, nor our limousine
21 permit program.

22 COMMISSIONER MURPHY: Okay. What else do
23 you have, Mr. Menke?

24 MR. MENKE: Who's -- we also have a,
25 you're gonna fine the limousine services for minor

1 damage of a vehicle. My question would be what is
2 minor damage and why would the Commission of the
3 Airport fine a limousine service for minor damage? If
4 a customer prearranged a car and he chooses not to
5 hire you, that's his prerogative. That's not the
6 Airports Commission or the Director of Airports to
7 penalize limousine services because they have minor
8 damage, major damage for their limousine service.

9 COMMISSIONER MURPHY: You lost me on this
10 one.

11 MR. MENKE: Do you have a fine schedule
12 in the back?

13 MR. FEIN: I think there's, I think
14 there's a misinterpretation of what the rules are.
15 And basically there are definitions of minor and major
16 and different types of damage so that the owner, so
17 that a vehicle, if there's major damage -- in other
18 words, brakes are totally out of order or it was
19 something along those lines -- that vehicle could then
20 be pulled out of service.

21 If there's a definition of minor damage,
22 then the operator would have 30 days to have that
23 vehicle, bring it back and get it reinspected before
24 it was ticketed and so forth. So the fines are not,
25 or the setup is not to hurt the company. It's a

1 matter to give them time frames that certain things
2 have to be picked up.

3 COMMISSIONER MURPHY: How about if the
4 Highway Patrol stops you?

5 MR. FEIN: That's right. If the Highway
6 Patrol stops you they give you 30 days to fix it.
7 Otherwise you have to pay the fine if it's not done
8 within 30 days.

9 MR. MENKE: Is my interpretation about a
10 failure to repair minor body damage different than the
11 brake damage you're talking about?

12 COMMISSIONER MURPHY: Mr. Menke, let's
13 stick to the policy issues. Let's not quibble over
14 language. What else do you have?

15 MR. MENKE: Quibble over language.
16 Interesting. Also the driver photo identification --

17 COMMISSIONER MURPHY: We have a three
18 minute rule that I'm about ready to invoke.

19 MR. MENKE: Well.

20 COMMISSIONER MURPHY: So, please, wrap
21 up.

22 MR. MENKE: What about the driver photo
23 identification card for -- of a limousine services --

24 MR. TURPEN: Okay, photo
25 identification -- Janice.

1. The first part of the report deals with the general situation of the country and the position of the various groups of the population.

2. The second part of the report deals with the economic situation of the country and the position of the various groups of the population.

3. The third part of the report deals with the social situation of the country and the position of the various groups of the population.

4. The fourth part of the report deals with the cultural situation of the country and the position of the various groups of the population.

5. The fifth part of the report deals with the political situation of the country and the position of the various groups of the population.

6. The sixth part of the report deals with the international situation of the country and the position of the various groups of the population.

1 MS. JENDREAU: Yes, I want to clarify
2 that this program does not include vehicle
3 inspections for limousines. That specifically we
4 stated that we may have an annual inspection of
5 limousines. We currently do this with the Public
6 Utilities Commission, have done it in the past.

7 Secondly, the point about identification
8 doesn't apply to limousines. It applies to scheduled
9 carriers, door-to-door vans, specifically. So you're
10 looking at a lot of other language. It doesn't
11 apply --

12 MR. MENKE: Yeah, it's very hard to read
13 as a limousine service. I -- that would be --

14 MS. JENDREAU: Let me state that the
15 program does not include any permit fees, funds,
16 transponders or the transponder that you would have
17 attached to your vehicle. We're not requiring that.
18 we're requiring only that you have a permit, that you
19 apply detail to your vehicle and that you park in a
20 designated area in the parking garage. So it's very
21 modestly proposed.

22 MR. TURPEN: I think for the Commissions
23 benefit, and just to remind the Commission, there are
24 well over 500 limousine companies in operation. This
25 is an attempt on our part simply to identify that

1 universe of participants, and we thought that the
2 program as outlined for those non-regular and
3 high-frequency users at the airport was modest, but
4 yet achieve those aims. I would invite the gentleman
5 to talk to staff and I'm sure a lot of his concerns
6 would be, would evaporate.

7 MR. MENKE: Thank you very much.

8 MR. TURPEN: Thank you.

9 COMMISSIONER MURPHY: Anything you wanted
10 to add?

11 MR. SALAZAR: Just a minor one,
12 Commissioner. I understand the amendments are being
13 proposed to create a more cost-effective program for
14 the regulation for limousine operators not on the
15 contract with the airport.

16 I just want to also, for the record,
17 state that most of the little operators are actually
18 losing money on this airport taxation, because no
19 individual wants to pay more than \$60, \$75 to go to
20 the airport and with the traffic and such as it is and
21 paying the driver \$30 at least to do this run.
22 Otherwise they don't want to do it. We end up
23 actually doing nothing. We primarily do it as a
24 courtesy to the clients, and we hope that through the
25 service to the airport they can see the service that

1 we offer and that we are being offered.

2 Aside from that, we do understand that we
3 will have a permit by the airport, which will be how
4 that will eliminate these inspections. But the idea
5 of going into the airport to a designated area, in
6 other words, to pay this fee to taxes, it will be
7 impossible to make regular drop-offs.

8 I think the airport had a problem with
9 the airport in and out. And as he said there's
10 actually more than 500 limousine companies, in and out
11 registered with the PUC, 600 limousine companies which
12 consist of 2,000 cars -- on which had its first turnover
13 within a year or a single of owner-operators. So this
14 is, in my view, a tremendous hardship for the airport
15 to implement, I think. And the bottom line will be
16 that the consumer is gonna suffer because even as of
17 now not too many limousine companies want to do local
18 transit. There's just no money there and it's just
19 another headache.

20 MR. TURPEN: Thank you.

21 COMMISSIONER MURPHY: Thank you. Okay.
22 Move to Consent Calendar.

23 COMMISSIONER JEANPIERRE: Second.

24 SECRETARY CARAMATTI: Commissioner
25 Murphy.

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1 COMMISSIONER MURPHY: Yes.

2 SECRETARY CARAMATTI: Commissioner
3 Mattison.

4 COMMISSIONER MATTISON: Yes.

5 SECRETARY CARAMATTI: Commissioner
6 Jeanpierre.

7 COMMISSIONER JEANPIERRE: Yes.

8 SECRETARY CARAMATTI: Commissioner Ho.

9 COMMISSIONER HO: Yes.

10 SECRETARY CARAMATTI: Commissioner

11 Brooks.

12 COMMISSIONER BROOKS: Yes.

13 SECRETARY CARAMATTI: Next you have a
14 Public Hearing on the Master Plan.

15 MR. TURPEN: Ladies and gentlemen, the
16 Public Hearing on the Airport Master Plan is the next
17 item.

18 COMMISSIONER MURPHY: This is a, this is
19 a continuation of a prior public hearing, or is this
20 open?

21 MR. TURPEN: I think it's open. I'm
22 trying to remember.

23 MS. ROSALES: Yes. I believe so.

24 MR. TURPEN: It's open. Yes.

25 COMMISSIONER MURPHY: You're saying it is



1 open?

2 MR. TURPEN: No, we are opening.

3 COMMISSIONER MURPHY: Okay.

4 MR. TURPEN: I'm sorry.

5 COMMISSIONER MURPHY: I think we're tired
6 of that question. Okay, we will declare open the
7 hearing on the Airport Master Plan. Do you want to
8 have any --

9 MR. TURPEN: Unless the Commission has
10 any questions. Very briefly we did hold a third
11 public workshop on the 30th of June. It was well
12 attended. I think that there were a number of
13 suggestions which came forth and we'll clearly be
14 working on those and trying to consolidate them for
15 the Commission to digest at some future date. I'd
16 invite members of the public who'd like to share their
17 views with the Commission now to do so.

18 COMMISSIONER MURPHY: Okay. Mr. Louis
19 Del Angela.

20 MR. DEL ANGELA: Members of the
21 Commission, I'm Lou Del Angela. I'm a resident of San
22 Mateo County in South San Francisco, and I'm also
23 co-chair of the CAN Group move that's been very active
24 in terms of getting interest out for people who are
25 concerned about the airport. I'm also an

1. The first part of the document is a letter from the President of the United States to the Congress, dated January 3, 1862. It is a very important document, as it contains the President's views on the state of the Union and the progress of the war. The President discusses the military situation, the financial state of the country, and the political climate. He also mentions the recent death of General Grant and the appointment of General Sherman to command the Army of the Potomac.

2. The second part of the document is a report from the Secretary of the War Department, dated January 10, 1862. It provides a detailed account of the military operations of the Army of the Potomac during the previous month. The report includes information on the movements of the army, the results of the battles, and the condition of the troops. It also mentions the capture of several forts and the destruction of many enemy supplies.

3. The third part of the document is a report from the Secretary of the Navy Department, dated January 15, 1862. It provides a detailed account of the naval operations of the United States Navy during the previous month. The report includes information on the movements of the fleet, the results of the battles, and the condition of the ships. It also mentions the capture of several enemy ships and the destruction of many enemy vessels.

4. The fourth part of the document is a report from the Secretary of the Treasury Department, dated January 20, 1862. It provides a detailed account of the financial operations of the United States Treasury during the previous month. The report includes information on the receipts and expenditures of the Treasury, the state of the public debt, and the condition of the currency. It also mentions the issuance of several new bonds and the collection of many new taxes.

5. The fifth part of the document is a report from the Secretary of the Interior Department, dated January 25, 1862. It provides a detailed account of the operations of the United States Interior during the previous month. The report includes information on the management of the public lands, the progress of the surveying operations, and the condition of the Indian tribes. It also mentions the discovery of several new gold mines and the establishment of several new reservations.

6. The sixth part of the document is a report from the Secretary of the War Department, dated February 1, 1862. It provides a detailed account of the military operations of the Army of the Potomac during the previous month. The report includes information on the movements of the army, the results of the battles, and the condition of the troops. It also mentions the capture of several forts and the destruction of many enemy supplies.

7. The seventh part of the document is a report from the Secretary of the Navy Department, dated February 5, 1862. It provides a detailed account of the naval operations of the United States Navy during the previous month. The report includes information on the movements of the fleet, the results of the battles, and the condition of the ships. It also mentions the capture of several enemy ships and the destruction of many enemy vessels.

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1 environmental planner, environmental community
2 planning, so I know from what I speak in terms of
3 impact and such.

4 I want to tell you, the Commissioners,
5 that the group and many people in San Mateo County are
6 not opposed to the airport expansion. What we are
7 concerned about is that many of the impacts,
8 particularly noise, traffic and housing impacts, are
9 not being addressed, and the silence is deafening out
10 there in terms of what San Mateo residents know about
11 this expansion. Today is the reason I think that we
12 have asked for a special meeting to be held in San
13 Mateo County after the staff recommendation has been
14 formulated relative to mitigations.

15 We think it's unfair to expect San Mateo
16 residents who are directly impacted by this massive
17 expansion project to come to San Francisco on a
18 weekday morning, on their own time, and sit through
19 other agenda items, which we did this morning, when
20 we're talking about a major project like this. We
21 did, as Mr. Turpen said, have a good turnout at the
22 30th meeting. The good turnout was because we sent
23 out a lot of notices and we have a lot of people out
24 there, and one of the things we asked for was have
25 another meeting when your staff recommendation is

1 formulated and discuss those with us. We think that's
2 fair and we think that's reasonable.

3 We're frustrated, we're angry, we think
4 the Airport Commission, or at least the airport
5 administration, has not been sensitive to San Mateo
6 County. We think there needs to be a definite
7 commitment in terms of an insulation program so that
8 all 95- to 10,000 homes are insulated. We want that
9 done now. We want traffic mitigation measures to be
10 specifically outlined and funded. We want to have a
11 reasonable housing policy imposed, and those are the
12 minimums.

13 As I say, we -- it's helpful to get to
14 workshop sessions, but a lot of people perceive those
15 workshop sessions as being sort of dog-and-pony shows,
16 window dressing in the sense that you're going through
17 a motion of getting a lot of suggestions from a lot of
18 people who took the time to come out to these meetings
19 and give suggestions in terms of what concerns and
20 what mitigations are necessary.

21 We want to see the results of those
22 meetings. We want to see in specific terms Mr. Turpen
23 and his staff to come to San Mateo County and discuss
24 with us exactly how the airport is gonna mitigate
25 those heavy impacts that we're gonna bear when this

2. The second part outlines the various methods and tools used to collect and analyze data. This includes the use of spreadsheets, databases, and statistical software to ensure the accuracy and reliability of the information.

3. The third part provides a detailed overview of the results of the analysis. It highlights the key findings and trends, as well as the potential implications for future research and practice.

4. The fourth part discusses the limitations of the study and the need for further research. It acknowledges the challenges faced during the data collection and analysis process and suggests ways to improve the quality of the results.

5. The fifth part concludes the document by summarizing the main points and providing a final statement on the importance of the research. It emphasizes the need for continued efforts to improve the quality of financial reporting and the role of research in this process.

1 expansion comes forth.

2 Again, we don't oppose the expansion, but
3 we want this Commission and staff to be responsible
4 for our problems, our noise problems, our traffic
5 problems and our other problems, and we want you to
6 out reach to us and meet with us to discuss this
7 before you come to a decision making process. I thank
8 you very much.

9 COMMISSIONER MATTISON: When did you
10 develop the notion that this Commission was going to
11 ignore its responsibilities relative to mitigation?

12 MR. DEL ANGELA: I think the frustration,
13 Commissioner Mattison, is that there's very little,
14 there's very little attempt, as far as we can tell, to
15 get the word out to the people that are impacted. I
16 think the evidence is the first two workshops were
17 very poorly attended because I think there was not
18 enough notice, people did not know about it, and I
19 think, I think the third workshop where we went out
20 and sent notices, drew up fliers to people in the
21 noise-impacted areas, that's when you saw people come
22 out. I'm not saying you do it intentionally. I'm
23 just saying you need to do a better job and I think
24 you need to tie the San Mateo County people into this
25 a lot tighter than what you have.



1 And I think, as much as possible, you
2 need to have your meetings over there because we are
3 the people that are impacted. Now you're 10 miles
4 away, you're making decisions that are going to impact
5 our lives, our lifestyle, our quality of life and you
6 need to be sensitive and I'm not judging that you're
7 not.

8 Your Planning Commission, your City
9 Planning Commission made a, I think, a terrible
10 mistake when they just out of hand approved the
11 environmental jobs. I think they were totally
12 irresponsible and I think that gave us another feeling
13 that the process is not working. I don't think this
14 is a fatal blow. I think you have the chance to
15 correct that. But I think it was a very irresponsible
16 act and we were very disappointed to see you take that
17 act.

18 COMMISSIONER MURPHY: Mr. Del Angela, I
19 think we all agree. This is a major step and the
20 question of mitigations is going to be proposed in
21 what is going to be an answer to Fairmont's Courts.
22 That you, and people in your community, are entitled
23 to the fullest extent of that process. I would
24 respectfully suggest to you that name calling doesn't.

25 MR. DEL ANGELA: I apologize, because I

1 didn't mean it to be that. I just wanted to emphasize
2 the frustration that we have.

3 COMMISSIONER MURPHY: Okay, because I
4 think this Commission has for a long time, since 1988,
5 has been worried about San Mateo County, attempting to
6 deal with San Mateo County. The history has been
7 meek. We've had hearings on the Master Plan that were
8 poorly attended, that were highly publicized. The
9 whole Master Plan has been put in suspended animation
10 for what a total period of nine -- what is the
11 continuance of the Master Plan? When was it last
12 August?

13 MR. TURPEN: To September or October, or
14 something, or December. I don't remember any more.

15 COMMISSIONER MURPHY: We had more
16 comments coming in and we're taking this process very
17 seriously. And I think the whole thing will work a
18 lot better if we can, as much as possible, not point
19 fingers and call names. But I understand where you're
20 coming from and what you're trying to accomplish, and
21 we all want to accomplish that.

22 MR. DEL ANGELA: I think it's a
23 partnership. And we certainly want to deposit in a
24 certain amount of ways.

25 COMMISSIONER MURPHY: Partnerships work

2. The second part outlines the various methods used to collect and analyze data, including surveys, interviews, and focus groups. It also discusses the challenges associated with data collection and analysis.

3. The third part presents the results of the study, showing the distribution of responses and the key findings. It includes tables and graphs to illustrate the data.

4. The fourth part discusses the implications of the findings for policy and practice. It suggests ways in which the results can be used to inform decision-making and improve outcomes.

5. The fifth part concludes the document by summarizing the main points and providing a final statement on the importance of the research.

1 better without name calling.

2 MR. DEL ANGELA: Sometimes partners get
3 angry too.

4 COMMISSIONER MURPHY: Yeah. Okay.

5 MR. DEL ANGELA: Thank you.

6 MR. TURPEN: Thank you.

7 COMMISSIONER MURPHY: Brad Kerwin.

8 MR. KERWIN: Good morning. I'm Brad
9 Kerwin. I'm the Mayor of the City of Brisbane and I
10 will be brief. I realize the Commission is spending a
11 fair amount of time, more than a fair amount of time,
12 and will be dealing with the mitigations. In part, I
13 think, because as I mentioned to you before the
14 Planning Commission's action was precipitous, which
15 dumps a larger monkey on your back. And I appreciate
16 your willingness to be open to suggestion and receive
17 comments.

18 A number of things have come up and they
19 have come up in the area of housing, traffic, traffic
20 congestion and noise. One thing that has developed
21 which I think would go a long way towards some of the
22 mitigation, a good first step is embodied in Senator
23 Kopp's bill, Senate Bill 226, which would essentially
24 require the airport to finish the noise insulation
25 program by the end of the century and be subject to

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1 the Congestion Management Plan of San Mateo County. I
2 think you're probably headed in that direction any way
3 and I would like to endorse the bill. Thank you.

4 MR. TURPEN: Thank you. The matter of
5 SB226 will be coming before the Commission, I believe,
6 at its next meeting.

7 COMMISSIONER MURPHY: Okay.

8 MR. TURPEN: Or at least the latest
9 revision.

10 COMMISSIONER MURPHY: Okay. Jessie
11 Bracker.

12 MS. BRACKER: I'm sorry, I thought I was
13 gonna be last. I handed my card in later on purpose.

14 COMMISSIONER MURPHY: The prerogative of
15 the president.

16 MS. BRACKER: Thank you, Mr. Murphy and
17 all the other members. I would like to say a few
18 things in regard to questions mainly. I attended the
19 Round Table Meeting the other night, and I spoke to
20 you at the last meeting, so I wasn't going to speak
21 today, but I got to thinking this new noise variance
22 insulation program might have a lot to do with things
23 you might be willing to hear today, so I wanted to ask
24 some questions especially under the noise mitigation
25 and the proposed variance for the SFO 1992, and it was

1 1B in relation to that and C1 and C3 under Part 2.

2 My big question is when people have put
3 in insulation, weather stripping and new double
4 insulating windows at their own expense and are within
5 the 65CNEL boundary line, aren't their houses then
6 considered a compatible use? I ask that because there
7 is a number three added on that page that says growing
8 units which have been acquired by airport, and I'm
9 wondering is the airport thinking they're going to
10 acquire the ones that don't have insulation? It
11 raises a big question in my mind.

12 MR. TURPEN: I'm sorry. Which document,
13 to which document are you referring?

14 MS. BRACKER: This is one that came out.
15 I picked it up at the meeting the other night.

16 MR. TURPEN: If I could just take a quick
17 look I could tell, please. Oh, yeah. This was
18 proposed as -- I think this is Mr. Kerwin's. It's
19 not --

20 MS. BRACKER: Well, this is the
21 highlights on the first page, but it says proposed
22 variance to be issued by CalTrans to SFO 1992. And
23 I'm a little confused about it too -- whether the
24 airport put it out or somebody else put it out.

25 COMMISSIONER MATTISON: I think he took

1 it upon himself to draft for our benefit a variance
2 that had a number of interesting businesses.

3 MR. TURPEN: This was not, this was not
4 put out by the airport. I'm not saying there aren't
5 elements in here that haven't been discussed by the
6 airport over time, but I don't believe, I think this
7 document was put out by someone else. As a proposal
8 to the Round Table, I believe it was distributed at
9 the last Round Table.

10 MS. BRACKER: Then it's still going to be
11 talked about it at the Round Table, though?

12 MR. TURPEN: That is an individual
13 proposal for a possible variance. That is not an
14 airport proposal and I believe that was handed out at
15 the last meeting of the Round Table.

16 MS. BRACKER: All right, and it wasn't
17 clear to me because it doesn't say by whom.

18 MR. TURPEN: No, it doesn't say that at
19 all.

20 MS. BRACKER: It bothered me that it
21 talks about that. It bothered me that it talked about
22 that and that has been in my mind for a long time. We
23 have a lot of neighbors that chose not to vote into
24 your insulation program because they like to do their
25 own house the way they want to do it. And the airport

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1 insulation program does not allow that. They have
2 insulated it themselves and put new windows in that
3 they wanted. So, therefore, I don't feel like they
4 should be penalized, because they did that at their
5 own expense when it comes down to the nitty-gritty of
6 counting the homes. I don't understand how this count
7 is going to be done if you're only going to count the
8 houses that the airport pays for having been done.
9 That is a big question in my mind.

10 MR. TURPEN: And I think that continues
11 to be an open question. I would be happy, as always,
12 to talk to you about it. I don't think there's been
13 any definition on that. The document before you has
14 been provided by an individual party as a suggested --
15 it's unfortunate it doesn't show the origin on it but
16 it proposed as a suggested variance and I believe it
17 was proposed for consideration at the Round Table at
18 its next meeting, which would be some time in August.
19 August 4th, I believe, or 5th.

20 MS. BRACKER: Okay. What I didn't
21 understand also was whether this has been proposed in
22 conjunction with your mitigation plan?

23 MR. TURPEN: I don't -- it is not my
24 document. I don't know anything.

25 MS. BRACKER: And that's why I didn't

1 know whether --

2 COMMISSIONER MURPHY: It is not our
3 document.

4 MS. BRACKER: It is not your document, so
5 you would just assume I didn't discuss it today.

6 COMMISSIONER MURPHY: Mr. Turpen will be
7 happy to discuss it.

8 MR. TURPEN: I will always be happy to
9 discuss it with you in detail after the meeting.

10 MS. BRACKER: Okay. There are so many
11 things in here about, or talking about possibility of
12 a lot of new construction on a map that was adopted as
13 a 1991 noise contour and that bothered me very much
14 also, so I wanted to talk to you before I bring this
15 document.

16 MR. TURPEN: No, I'm glad you brought
17 that to our attention, and I'm glad we were able to
18 clarify it for you. That is not an Airports
19 Commission proposal or document to my knowledge.

20 MS. BRACKER: Okay, and are you going to
21 be discussing the noise law in regard to the
22 mitigation that he just brought up.

23 MR. TURPEN: Oh, SB226?

24 MS. BRACKER: Yes.

25 MR. TURPEN: SB226 will be brought before

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

5. The fifth part of the document provides a conclusion and summarizes the key points of the study. It reiterates the importance of accurate record-keeping and the need for ongoing research in this field.

6. The sixth part of the document includes a list of references and a bibliography. It cites various sources that have been consulted during the research process.

7. The seventh part of the document contains a list of appendices and supplementary materials. These include additional data, charts, and documents that provide further detail on the study.

8. The eighth part of the document includes a list of figures and tables. These are numbered and labeled to correspond with the text and provide a visual representation of the data.

9. The ninth part of the document contains a list of footnotes and endnotes. These provide additional information and clarification on specific points mentioned in the text.

10. The tenth part of the document includes a list of acknowledgments and a thank you note. It expresses gratitude to the individuals and organizations that have supported the research.

1 the Airports Commission at its next meeting with a
2 recommendation for staff as to a position of the
3 Airports Commission. The Airports Commission has
4 taken a position, historically, in opposition to
5 SB226. There have been some new amendments which the
6 Commission will want to consider and make a
7 determination at that time. SB226 is a piece of state
8 legislation; the Commission will respond accordingly.

9 MS. BRACKER: Well, in case I'm not here
10 and you have a hearing on it, I would like to say I'm
11 against it also.

12 MR. TURPEN: Thank you.

13 COMMISSIONER MURPHY: Okay. Rosalie
14 O'Mahoney.

15 MS. O'MAHONEY: Good morning,
16 Mr. President and members of the Commission. I speak
17 this morning for my people of Burlingame and for a
18 number of other citizens in the surrounding
19 communities that involve Burlingame.

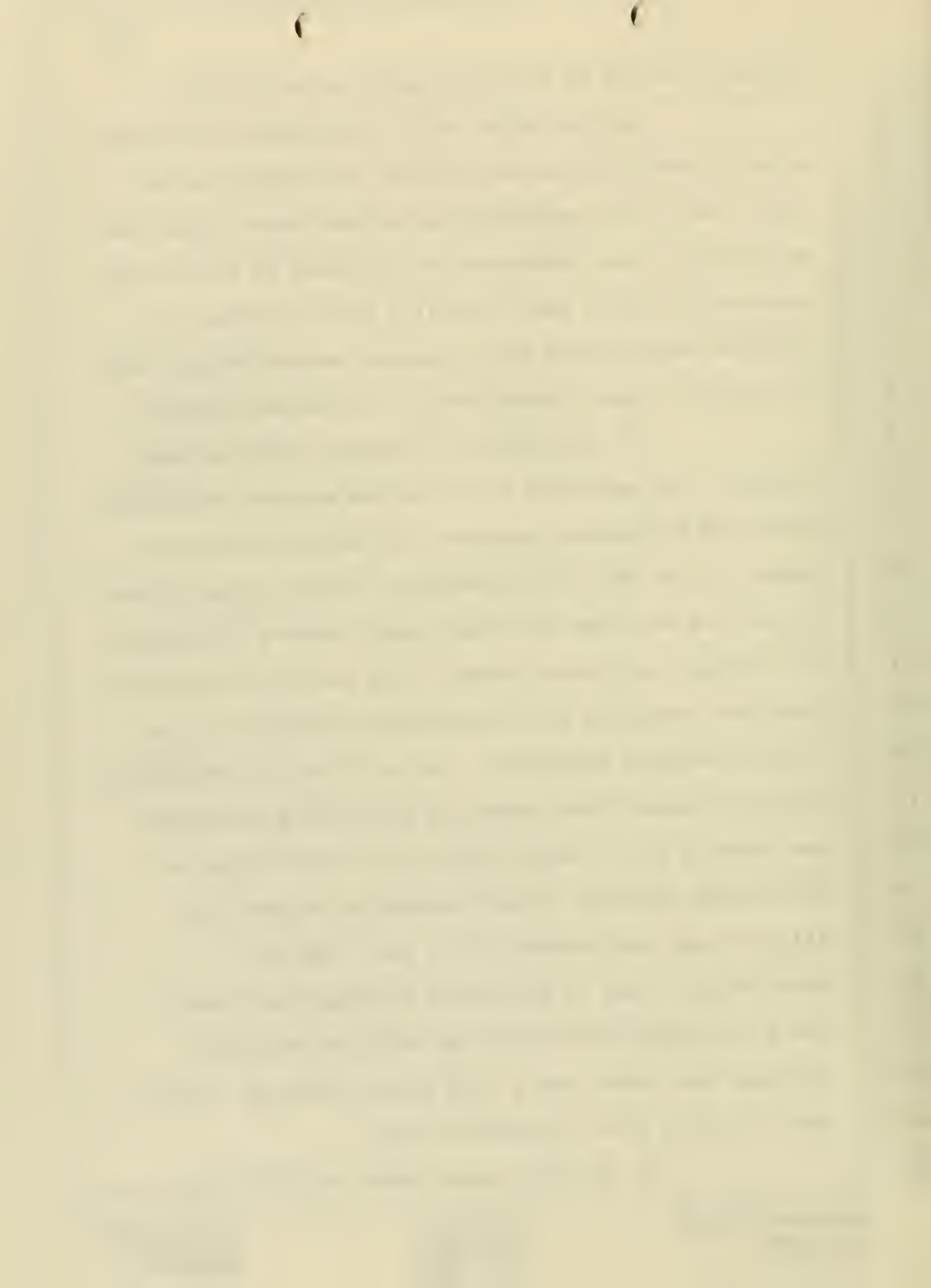
20 I am in particular concerned about
21 statements of the EIR Draft Report, or perhaps more
22 particularly items that have not yet been dealt with.
23 And in particular, for example, I believe on page 161
24 there is a figure of 20 which describes noise contours
25 that really are designed to define the different

1 levels of noise as it would apply to the planes.

2 As you might know, Burlingame is affected
3 more by back loss rather than by over-flight noise. I
4 feel that, in my experience with both Round Table and
5 my council, that discussion of dialogue is very, very
6 successful, and I feel that if I ask you today to
7 consider having some other measure determinance, that
8 you would, I hope, incorporate it into the report.

9 In particular, I believe that the CNEL
10 contours are generated from a noise monitor data they
11 have used A-Weighted Spectra, and these monitors by
12 design filter out low vibrations. These things affect
13 us all the way from our feet right running up through
14 our bodies, and these pervade that back loss spectrum.
15 They are therefore not successfully measured by the
16 current measure equipment. And so this low frequency
17 back loss noise from departing aircraft from Runway
18 One travels up to eight miles to the west hills of
19 Burlingame, because if you notice Burlingame and
20 Hillsborough are shaped like a cup, like an
21 amphitheater, and so the sound is cupped in there.
22 There are people that have met with me this past
23 weekend, for three and a half hours actually, asking
24 that I convey their concerns to you.

25 At the last Round Table Meeting there was



1 a statement made that I found was a really fantastic
2 statement by Ellie Larson, and I'm by no means
3 downgrading noise insulation projects. I think that
4 the afflicted have to be given back remediation. But
5 she made, you know, the amazingly true statement that
6 the problem has to be noise that is dealt with and the
7 noise of the various sources that it's created, and I
8 hope that the back loss item you will consider
9 carefully when you go about revising the Draft EIR
10 Report. There are some other people here today who
11 will address other measures that I think need to be
12 expanded and clarified in the EIR.

13 As you know Burlingame depends in large
14 part industrially for its hotel clientele. I notice a
15 laundry list that was developed by one of the
16 sub-committees recently, trying to deal with the
17 congestion management plans that are being proposed
18 nowadays, and one of those was that limousine service
19 to the airport, to the hotels from the airport, be
20 greatly curtailed or reduced or cut out altogether.
21 This would be very serious for Burlingame and for any
22 other town that has hotels on which it's dependent.
23 There are South City, I can think of, Millbrae has a
24 few hotels, and I guess, you know, we need to be
25 straight and frank with one another. The concern that

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

5. The fifth part of the document provides a conclusion and a summary of the key points. It reiterates the importance of the study and the need for continued research in this field.

6. The sixth part of the document includes a list of references and a bibliography. It cites the various sources used in the study and provides a comprehensive overview of the literature in this area.

7. The seventh part of the document contains a list of appendices and a glossary. It includes additional information that supports the main text and provides definitions for key terms and concepts.

8. The eighth part of the document is a list of figures and tables. It provides a detailed description of each figure and table and explains how they relate to the main text.

9. The ninth part of the document is a list of footnotes and a list of references. It includes additional information that supports the main text and provides a comprehensive overview of the literature in this area.

10. The tenth part of the document is a list of appendices and a glossary. It includes additional information that supports the main text and provides definitions for key terms and concepts.

1 some people have indicated to me about this hotel and
2 airport expansion is that the construction of the
3 transportation system is such that it lends itself
4 toward a northerly direction.

5 I've read in the EIR that approximately
6 16 percent of traffic goes north and about the same
7 goes south -- slightly less goes south on 101. But
8 I'm concerned that when the new transportation system
9 is in place, that this is all approved, that then
10 indeed there will be more of a thrust for our tourists
11 to go north rather than south. I hope you understand.
12 It's probably somewhat of a selfish point of view, but
13 after all we're elected to represent our people.

14 There are also comments in the report
15 that concern me with regard to the large percentage of
16 airport business that will go to San Francisco. I
17 believe MTC recommended that perhaps there be a joint
18 discussion by the various airports as to how things
19 could be apportioned better. I realize in business it
20 is only the competitive that survive and that's an
21 important element to look at.

22 But I still think that, as was said by a
23 speaker a few moments ago, that this expansion is
24 going to be a drastic change for some of their county.
25 And after all, the airport is an island within the

1 county. I am actually also worried that the press and
2 the media have not given sufficient attention to the
3 workshops that you conducted for us. I was unable to
4 attend the first two, but certainly appreciated the
5 last one. I appreciated your frankness and your
6 openness and I would ask you that you delay your
7 decision about the final determination until the fall
8 of this year, merely in an effort to ask you to
9 establish good will and communication with the people
10 of San Mateo County so that they understand that it is
11 coming.

12 We realize it's an immense hope for jobs
13 and industry, but it also has these problems of noise
14 and transportation in particular. And my council last
15 night addressed a letter to you, which you will
16 receive shortly, asking that you also delay this for
17 the reasons that they stated were that they feel that
18 the concerns that were listed in the three workshops
19 need to be responded to with feasible mitigation
20 measures and that the ongoing meetings of C.C.A.G. Ad
21 Hoc Committee, which is trying to discuss and refine
22 those mitigative measures that will deal with
23 congestive management this evening I beg you saving
24 the right of the hotels to have their limousine
25 service to the door.

1 And in particular, I realize that your
2 Draft EIR Report was dated July last year, the
3 original, and so I know there's been lots of times to
4 be out there. But it hasn't been advertised, or it
5 hasn't been publicized to the extent that I feel the
6 public has a right to know about.

7 And I think that the absence of many of
8 these impacted citizens from the workshop and the
9 hearing process due to the end of the year,
10 graduations and family vacations, has made the
11 scheduling of the summer workshops less effective.

12 That is why I ask -- I also feel that the
13 recent political activities, some of which we saw just
14 a few moments ago, underscore noise insulation instead
15 of focusing on the underlying problems pervading our
16 community of Burlingame and the neighboring
17 communities of Hillsborough and Millbrae.

18 My council will be sending you a letter
19 today, and I'm also putting this in writing so that
20 you have my request. I believe others will address
21 some other aspects of the noise problem. And so I
22 thank you for the opportunity of speaking.

23 MR. TURPEN: Thank you very much.

24 COMMISSIONER MURPHY: Delores Huajardo.

25 MS. HUAJARDO: Good morning, Mr. Murphy.

1 And let me first congratulate you on pronunciation of
2 my very difficult name.

3 MR. TURPEN: Yeah, he had a consultant.

4 MS. HUAJARDO: Mr. Murphy, we appreciate
5 very much your attendance at the workshops. It's been
6 really gratifying to see someone from the Commission
7 sincerely interested in knowing what the communities
8 in San Mateo County are feeling.

9 COMMISSIONER MURPHY: Thank you.

10 MS. HUAJARDO: I'd like to begin by
11 telling you that I'm a member of a 14-year-old
12 organization for San Mateo County Residents For a Less
13 Noisy Airport. We called ourselves that because it
14 was not our desire to see the airport go away. We
15 know it's the largest employer in San Mateo County.
16 We appreciate the economic benefits.

17 However, we do have concerns about some
18 of the other prices that we pay that are not equated
19 in dollars, and health problems that may be caused by
20 operation at the airport, noise problems that may
21 aggravate the nervous system, and other human type
22 uncalculated problems.

23 I'd like to begin by describing to you
24 exactly what the problem is in Burlingame, Millbrae,
25 Hillsborough and San Mateo, because it is unique to

1. The first part of the report deals with the general situation of the country and the progress of the work during the year. It is divided into two main sections: the first section deals with the general situation of the country and the progress of the work during the year, and the second section deals with the results of the work during the year.

2. The second part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

3. The third part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

4. The fourth part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

5. The fifth part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

6. The sixth part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

7. The seventh part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

8. The eighth part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

9. The ninth part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

10. The tenth part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

1 this very airport. No other airport in the country
2 has this specific problem. The airport sits on a
3 stage of what can be conceived of as an amphitheater.
4 The hills in the back are quite high and when a plane
5 takes off the low vibration, which is not measured by
6 the A-Weighted Scale reverberates up the canyons as
7 well as the pollution which remains in the flat area
8 where most of us live.

9 The noise vibrates up the canyons and
10 becomes even more intense, and you know if you've ever
11 sat in an outdoor amphitheater, that you can hear as
12 well in the sides and the back, perhaps even better
13 sometimes than right down the cleft of the stage, and
14 that is the situation in which we live. So when one
15 airplane takes off, the noise from it reverberates,
16 and before it's gone and completely disappears,
17 another plane is taking off.

18 When we look at the expansion of the
19 airport, we're looking at 300 more operations a day.
20 That's six more hours because you can count on 50
21 operations per hour. That's six more hours of
22 pollution and noise that will be directed effective
23 because of SB Noise Amendment. The area which is not
24 measured by the present scale, which is mandated by
25 state law. So what we would like to see you do, and

1 we've had ongoing conversations with Mr. Turpen
2 concerning this, is to have you measure the noise on a
3 scale that's appropriate to the low vibrations as
4 opposed to the high squeal of overflights and get some
5 idea of what the impacts really are in our
6 communities.

7 Also, we would like you to investigate --
8 I have an independent company -- investigate the
9 health problems that relate to the air pollution.
10 Perhaps a study of upper-respiratory problems in the
11 county and a projection of what the respiratory
12 problems would be with the proposed expansion of plus
13 six more hours of operations.

14 Presently, from earlier times the traffic
15 on Runway One has been moved from 67 percent to 95
16 percent of the take offs. We would like to see that
17 shifted to a more equal share of the noise because the
18 problem -- there are lots of mitigation measures that
19 are already in place that the airport did implement
20 and one is the shoreline departure where the planes
21 would take off, and instead of going through San Bruno
22 Gap, the planes would take off out over the water and
23 then take off on their destinations and that has not
24 been implemented as far as it could be implemented.

25 There are other measures that Mr. Turpen

1 is well aware of. He's a very creative thinker and a
2 fantastic problem solver and I feel that if the vision
3 were put in place to have the airport be more
4 environmentally compatible -- insulation to me is a
5 failure of the airport mitigation measures. There are
6 things that can be done that are within the FAA
7 guidelines. Other runways could be used, especially
8 at night time that is being impacted, because they're
9 not located in the same bowl that we are and pollution
10 is dissipated more quickly. There could be incentives
11 to airlines to fill the aircraft. There could be
12 banking and slotting systems, and Mr. Turpen is well
13 aware of these, so if you need further information,
14 I'm sure he can provide them.

15 MR. TURPEN: Thanks a lot.

16 MS. HUAJARDO: I'd like to commend you
17 also on your suit against the FAA. It was very
18 courageous of you to risk being deprived of your
19 federal funds, and we realize that was done on behalf
20 of keeping out perhaps the world's most-known noisiest
21 aircraft.

22 And most of all I guess I would like to
23 say to you that insulation is a failure of on-airport
24 mitigation measures and those are available. So I
25 would just ask that you pursue those. Take lots of

2. The second part of the document focuses on the role of communication in achieving organizational goals. It highlights the importance of clear and concise communication, both internally and externally. The text provides guidelines for effective communication, such as using appropriate language, being open to feedback, and ensuring that all team members are informed and aligned. It also discusses the benefits of regular communication, such as improved collaboration and faster decision-making.

5. The fifth part of the document concludes by summarizing the key points discussed in the previous sections. It reiterates the importance of accurate record-keeping, effective communication, and team management, and emphasizes the need for continuous improvement and innovation. The text ends with a call to action, encouraging readers to apply the principles and practices discussed in the document to their own organizations.

1 time. The Master Plan has been evolving for 13, 14,
2 25 years or so, so please don't rush into anything
3 until you've considered the humans who are involved in
4 living around the airport.

5 I'm a former flight attendant and I love
6 to fly. I'm happiest when I'm in the air, so I don't
7 hate airplanes and I don't hate the airports. But I
8 ask you to please consider us who live near the
9 airport. Thank you for your time.

10 COMMISSIONER MURPHY: Thank you.

11 MR. TURPEN: Thank you.

12 COMMISSIONER MURPHY: Linda Dyson.

13 MS. DYSON: Good morning. I'd like to
14 give you a bit of a historical perspective. My name
15 is Linda Dyson and I reside in San Mateo. And I've
16 been involved in this process since 1976, and was one
17 of the co-chairs of the residents who sued the airport
18 in small-claims court over the airport noise and
19 business damages in the early '80's.

20 And I have to admit that it's a bit of
21 deja vu to be back here. But I also want to tell you
22 there has been improvement over the last two years,
23 and we do not want to see backsliding at this point
24 and that there's grave concern because this is a major
25 expansion.

1 A lot of mitigation measures have been
2 identified to the public workshops which are actually
3 the identical mitigation measures that were identified
4 in the '70's. So I'm not gonna take the time to go
5 through all of them, but I do want to mention for you
6 that I feel it particularly important.

7 One is to bring the Master Plan into
8 compliance with ABAG and MTC Regional Airport System
9 Plan and the California Airport System Plan. What
10 that basically does is say let's share the airport
11 traffic with the rest of the region, and I think you
12 know that transportation-wise you know this is key.

13 The second is that the airport fund and
14 complete special studies on current and projected air
15 quality and health problems, particularly lung cancer
16 in San Mateo County, before adopting a Master Plan
17 that includes expansion. Again, in 1976, there was a
18 panel of San Mateo County doctors who said that this
19 was indicated at that time. I do not know any special
20 study that has been made and so I would ask that at
21 this point air quality be considered of prime
22 importance.

23 The next would be that the airport should
24 be in compliance with the state noise regulations and
25 not be operating under a variance before an expansion

1 of this size be undertaken.

2 And lastly that there be the
3 establishment of a more-stringent maximum effective
4 aircraft noise limit for daytime and night time. I
5 recognize that these and other mitigation measures
6 that when adopted will now be put into the plan, and I
7 would ask that they be adequately addressed and a
8 sufficient amount of time be made available so that
9 the public can comment on these.

10 COMMISSIONER MURPHY: Thank you.

11 MR. TURPEN: Thank you.

12 COMMISSIONER MURPHY: Marilyn Rossi.

13 MS. ROSSI: Good morning, Commissioners.
14 My name is Marilyn Rossi. I'm a resident of Millbrae.
15 I'm a concerned citizen, having lived underneath the
16 airport in South San Francisco for 34 years. I'm here
17 to plea for the completion of the insulation of all
18 the noise-impacted homes. Only a little over 500
19 homes have had this work completed.

20 Three years ago when disclosing this to
21 the potential buyers of my South San Francisco home,
22 the question was, when will this insulation be
23 completed? The reply received from the airport --
24 three separate phone calls -- was no funds were
25 available. I had told the buyers soon. That was my

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1 mistake. The definite time for the 300 block in the
2 Brentwood subdivision is now three years later, and
3 evidently nothing has been completed.

4 This area of South San Francisco, which
5 is, from what I've heard, referred to as the Gap, is a
6 very high-noise-impacted area. What is going to
7 happen to these people with the proposed expansion of
8 the airport if the bare minimums have not been made in
9 these severely impacted homes?

10 In conclusion, let me state that when I
11 sold my home, I had to concede \$1,400 for three
12 windows that had not been replaced. We had, as a
13 family, replaced our own windows. Three windows had
14 not been replaced -- three sets -- and I lost money.
15 I lost \$1,400. The concerns of the communities
16 affected by the expansion have to be considered and I
17 plea for that. Thank you for your time.

18 COMMISSIONER MURPHY: Thank you very
19 much.

20 MR. TURPEN: Thank you.

21 COMMISSIONER MATTISON: Can you offer any
22 comment on the, on that particular observation that --

23 MR. TURPEN: On the noise insulation,
24 Commissioner?

25 COMMISSIONER MATTISON: -- the airport

1. The first part of the document is a letter from the President of the United States to the Congress, dated January 3, 1801. It is a very important document, as it contains the President's first annual message to Congress. The letter is written in a formal, dignified style, and it is one of the most important documents in American history.

2. The second part of the document is a report from the Secretary of the Navy, dated January 10, 1801. It is a very important document, as it contains the Secretary's report on the state of the Navy. The report is written in a formal, dignified style, and it is one of the most important documents in American history.

3. The third part of the document is a report from the Secretary of the Treasury, dated January 10, 1801. It is a very important document, as it contains the Secretary's report on the state of the Treasury. The report is written in a formal, dignified style, and it is one of the most important documents in American history.

4. The fourth part of the document is a report from the Secretary of the War, dated January 10, 1801. It is a very important document, as it contains the Secretary's report on the state of the War. The report is written in a formal, dignified style, and it is one of the most important documents in American history.

5. The fifth part of the document is a report from the Secretary of the Interior, dated January 10, 1801. It is a very important document, as it contains the Secretary's report on the state of the Interior. The report is written in a formal, dignified style, and it is one of the most important documents in American history.

6. The sixth part of the document is a report from the Secretary of the State, dated January 10, 1801. It is a very important document, as it contains the Secretary's report on the state of the State. The report is written in a formal, dignified style, and it is one of the most important documents in American history.

7. The seventh part of the document is a report from the Secretary of the War, dated January 10, 1801. It is a very important document, as it contains the Secretary's report on the state of the War. The report is written in a formal, dignified style, and it is one of the most important documents in American history.

8. The eighth part of the document is a report from the Secretary of the Treasury, dated January 10, 1801. It is a very important document, as it contains the Secretary's report on the state of the Treasury. The report is written in a formal, dignified style, and it is one of the most important documents in American history.

9. The ninth part of the document is a report from the Secretary of the Navy, dated January 10, 1801. It is a very important document, as it contains the Secretary's report on the state of the Navy. The report is written in a formal, dignified style, and it is one of the most important documents in American history.

10. The tenth part of the document is a report from the Secretary of the State, dated January 10, 1801. It is a very important document, as it contains the Secretary's report on the state of the State. The report is written in a formal, dignified style, and it is one of the most important documents in American history.

1 said that no money was available. Can you give us an
2 expansion on that, please?

3 MR. TURPEN: The way -- South San
4 Francisco was actually the first community to
5 participate in the airport funding program. That
6 program was made available by the airport's securing
7 approval from the Federal Aviation Administration of a
8 part 150, which was a noise compatibility program.
9 That program allows federal funds to flow directly to
10 the community.

11 All of the programs for insulation
12 surrounding the airport are currently within the
13 control of each individual community. So in South San
14 Francisco the program is wholly within their control.
15 What they do is they make the federal grant
16 application and apply to the airport for matching
17 funds. To date we have not, to my knowledge, denied
18 any request for matching funds from any community
19 around the airport. Nor to my knowledge has the
20 federal government denied any requests for funding for
21 insulation.

22 But those programs are all run
23 individually by the community. The airport has
24 intentionally not involved itself in local decisions
25 of the governing body as to which neighborhood should

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1 be insulated in which priority.

2 COMMISSIONER MATTISON: Okay. I just
3 wanted to make sure that it was pretty clear that the
4 airport certainly wasn't telling anyone that we didn't
5 have the money to insulate your home within this
6 program.

7 MR. TURPEN: That's right. Fine. That's
8 right.

9 COMMISSIONER MATTISON: You're saying
10 it's a city issue?

11 MR. TURPEN: It is a city -- that's
12 right.

13 COMMISSIONER MATTISON: The funds are
14 there and you need to go through the process, and the
15 program exists.

16 MR. TURPEN: That's correct.

17 MS. ROSSI: Well, my concern was when the
18 call, the inquiry was made to the airport. The
19 airport states without an explanation that its city
20 funding or, okay, there is no funding available with
21 no explanation.

22 COMMISSIONER MATTISON: Well, we'll
23 certainly make sure that that doesn't happen.

24 COMMISSIONER MURPHY: Okay. Jackie
25 Williams.

1 MS. WILLIAMS: I'm a home owner in West
2 Winston Manor, South San Francisco. Planes fly
3 directly over my house and recently seem to be flying
4 lower and much noisier. I didn't understand about
5 matching funds as far as insulation and noise. Does
6 that mean the city's out of money or the airport's out
7 of money when it comes to matching funds?

8 COMMISSIONER MATTISON: No, the money's
9 there. The federal government has the supply of the
10 money. The airport has a matching program. It's up
11 to the city to process the entire program, in other
12 words to administer --

13 MR. TURPEN: I can explain that to you
14 later if you'd like. I'd be happy to.

15 MS. WILLIAMS: I'd appreciate it. I
16 think insulation and noise abatement is necessary for
17 our area now before the expansion. I can't imagine it
18 being any worse. But I know when the airport expands
19 it will be. I think that the home owners should be
20 able to get credit for doing their own work on their
21 house like the prior person, one of the people ahead
22 of me mentioned, because I know, in my case, I would
23 want to do that.

24 I also think that we need meetings in the
25 peninsula. I have children staying with my neighbors

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

5. The fifth part of the document concludes the study. It summarizes the main findings and provides a final statement on the importance of the research.

1 today because they didn't want to come to San
2 Francisco, they had no idea how much of their time it
3 would take, they have kids, they can't afford the time
4 or they have jobs and so I'd appreciate a meeting in
5 the peninsula for more information.

6 And also if more information could be put
7 into the paper, especially with regard to workshops
8 and meetings. The way I found out about this was by
9 the town flier. I was very appreciative that it came
10 in my mailbox and letting me have at least a bit of
11 participation in this area. Thank you very much.

12 COMMISSIONER MURPHY: Thank you.

13 MR. TURPEN: Thank you.

14 COMMISSIONER MURPHY: Shelley Kessler.

15 MS. KESSLER: May I be the first to say
16 good afternoon, Commissioners. I'd like to thank you
17 very much for having this hearing available to the
18 public. As Rosalie O'Mahoney had stated, we would
19 come representing our constituencies. And as you can
20 see, I represent a constituency of 126 unions with
21 about, oh, 75,000 union members and their families who
22 work and live in the San Mateo County. I also live
23 across the street from the airport in Millbrae, so I'm
24 quite aware of some of the issues that people have
25 raised.

1 But in discussing this among union
2 members and among our organizations, we've come to the
3 determination that the Airport Commission and the
4 staff have really been pretty diligent in trying to
5 meet the needs and be accessible to the public and to
6 the communities in trying to deal with the issues.
7 And I'm sure that there's going to be a lot of work
8 that has to be done around the mitigation. But we
9 would like to go on record, both as the San Mateo
10 Labor Council and as the Airport Labor Coalition, in
11 supporting the EIR and hopefully these issues will be
12 worked out and the mitigations will be successfully
13 completed so that there will be a better relationship
14 both between the community and the airport and also
15 for the workers there. And so I'd like to thank you
16 all very much for the excellent efforts you put forth
17 in this effort. And if there's any questions, I'd be
18 happy to answer them.

19 MR. TURPEN: Thanks very much.

20 COMMISSIONER MURPHY: Thank you. Okay.
21 We have no further speakers as far as I know. At
22 least no one else has turned in a slip.

23 Let me describe briefly what I believe
24 the future process will be, and I think we'll go most
25 of the regular meeting with concerns that have been

1 expressed today in terms of the timing. We have
2 another meeting of the Commission on the 21st of July.
3 It would be my intention to close this hearing today
4 to, on the 21st of July, convene a new hearing to
5 discuss solely the mitigations that have been proposed
6 by the airport staff.

7 These have not yet been passed on by the
8 Commission, and they will not be passed on by the
9 Commission on the 21st. There will be a hearing date
10 on those mitigations. In addition, I think it is
11 appropriate that we have another meeting on the
12 peninsula, location unspecified, sometime after that
13 to receive input from people at a more informal basis
14 like our workshops. I don't know if it will be a
15 workshop or a -- I think it's more for people to stand
16 up and be heard and tell us what they like and what
17 they don't like and receiving the feedback from people
18 in the community. And only after that, some time I
19 guess after the first of August or after the first of
20 September, when we start looking at the Master Plan
21 with mitigations as a proponent in that package. You
22 had a question?

23 MS. WILLIAMS: Yeah. It wasn't a
24 question. Could you advertise it in the area --

25 COMMISSIONER MURPHY: We will make sure

2. It also highlights the need for regular audits and the importance of having a clear understanding of the company's financial position at all times.

3. The second part of the document focuses on the importance of budgeting and forecasting, and how these tools can be used to manage the company's resources effectively.

4. It also discusses the importance of having a clear understanding of the company's cash flow and the need to maintain a healthy balance sheet.

6. It also discusses the importance of having a clear understanding of the company's legal obligations and the need to consult with a legal professional to ensure compliance.

8. It also discusses the importance of having a clear understanding of the company's competitive position and the need to develop a marketing plan to increase sales and market share.

10. It also discusses the importance of having a clear understanding of the company's financial performance and the need to develop a performance management plan to improve efficiency and productivity.

1 that the --

2 MS. WILLIAMS: -- and make sure that it's
3 in a common spot so that people are going to be aware
4 of it and not, like, hidden on the back page or
5 something like that.

6 COMMISSIONER MURPHY: Well, if you will
7 leave your name with the staff you'll get your
8 personal invitation.

9 MS. WILLIAMS: Fine.

10 COMMISSIONER MURPHY: Yes.

11 UNIDENTIFIED SPEAKER: Yes, once the
12 expansion that's been proposed to post the pictures in
13 the terminals at the airport -- what will that look
14 like when it's all finished?

15 MR. TURPEN: Sure.

16 COMMISSIONER MURPHY: We have a Master
17 Plan.

18 MR. TURPEN: If it gets to that point,
19 yes.

20 COMMISSIONER MURPHY: Yes.

21 MS. O'MAHONEY: Mr. Murphy, I failed to
22 mention that I thought if you were good enough to come
23 to the community, the peninsula, that either Skyline
24 College or the College of San Mateo would be very
25 viable places for various easy access.

1 COMMISSIONER MURPHY: Okay. We thank
2 you. We have had no dearth of volunteers. But one
3 thing we will do, by the way, is ask to have your City
4 Council's letter to us incorporated in the record of
5 this hearing today, so I think that ought to clear the
6 record. Okay.

7 MS. HUAJARDO: If that could be more in
8 the form of an official hearing with this entire body
9 there --

10 COMMISSIONER MURPHY: That is very
11 difficult for us to do.

12 MS. ROSALES: Thirty days in advance you
13 could have a special meeting in a public building.

14 MR. TURPEN: Well, we'll look at it.

15 COMMISSIONER MURPHY: We'll look at it
16 and see if that can be done. That raises problems
17 under our charter. There are ways about it. We will
18 certainly do it with a commissioner or two present.
19 My inclination was to have a very broad-based meeting
20 where the various participants could come in and state
21 their interest in it. There will be, after that
22 further process here.

23 MR. TURPEN: I think for the benefit of
24 the public it would be staff's intention to develop a
25 draft outline of some proposed mitigation measures by

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1 the 14th of this month, hopefully. At least that will
2 be a first cut which we can share and it will give us
3 a basis for a public hearing on the 21st.

4 After that, following up on your
5 suggestion, Commissioner Murphy, we will work with San
6 Mateo County to come up with a venue and, if you will,
7 a vehicle for some additional public input after the
8 21st and hopefully sometime between the 21st and the
9 middle of August, and we will publicize that to the
10 maximum extent.

11 COMMISSIONER MURPHY: Whatever vehicle
12 works.

13 MR. TURPEN: Yes. Whatever is the most
14 appropriate.

15 COMMISSIONER MURPHY: Okay. Yes.

16 MS. HUAJARDO: Yes. When you say there's
17 a problem with the charter, the city charter --

18 MR. TURPEN: We'd have to take a look at
19 what the restrictions might be, but we'll be happy to
20 do that.

21 MS. HUAJARDO: You know, because this is
22 so unique having an airport in a county that doesn't
23 own it and that's why it's very important that all
24 five of you be at the hearing there.

25 COMMISSIONER MURPHY: Well, I think just

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1 to comfort you on the process, this is not something
2 where you're gonna see proposed mitigations come out
3 that are then discussed at a hearing on the 21st. We
4 have a meeting and receive feedback on it and then
5 it's picked apart at another hearing. We'd like to --
6 I think it's going to be an interactive process
7 between now and --

8 MR. TURPEN: And we want to build off
9 some base. We just don't want to reopen the thing and
10 start at ground zero with every, you know, every
11 attempt.

12 COMMISSIONER MURPHY: I think I
13 understand what your concerns are. I think we'll try
14 to behave ourselves in the future.

15 Mrs. Bracker.

16 MRS. BRACKER: I think the real question
17 is that people of San Mateo County want to be able to
18 give input into a legal public hearing to all of you,
19 but within their own county, without having to come to
20 San Francisco, and that's where your problem lies.
21 And if you have your legal public hearing here on the
22 21st, if you could possibly arrange another one in San
23 Mateo County just as legal and just as definite, you
24 would have a lot more people happier in San Mateo
25 County.

1. The first part of the report deals with the general situation of the country and the progress of the work during the year. It is divided into two main sections: the first section deals with the general situation of the country and the progress of the work during the year, and the second section deals with the results of the work during the year.

2. The second part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

3. The third part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

4. The fourth part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

5. The fifth part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

6. The sixth part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

7. The seventh part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

8. The eighth part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

9. The ninth part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

10. The tenth part of the report deals with the results of the work during the year. It is divided into two main sections: the first section deals with the results of the work during the year, and the second section deals with the results of the work during the year.

1 MR. TURPEN: Thank you.

2 MRS. BRACKER: Thank you.

3 COMMISSIONER MURPHY: Thank you. Okay.

4 With that, nothing more to be said.

5 MR. TURPEN: Not for that. We can close
6 that, but we have one more short --

7 COMMISSIONER MURPHY: Oh, I understand.
8 We have this -- we ought to go ahead and close the
9 Public Hearing on the Airport Master Plan.

10 Thank you all for those of you who came.
11 Thank you very much.

12 Okay. If we could continue, please. We
13 have a hearing concerning proposed terminal rental
14 rates, landing fees and jet bridge use fees for fiscal
15 year 1992/1993. This needs to be opened?

16 MR. TURPEN: Yes.

17 COMMISSIONER MURPHY: Officially declare
18 the hearing open. I have no speakers who have
19 expressed an interest to speak?

20 MR. TURPEN: Right. Nope.

21 COMMISSIONER MURPHY: Okay. Declare the
22 hearing closed.

23 MR. TURPEN: And we'll come back to you
24 at the next meeting with the rates and charges,
25 Commissioner.

1 COMMISSIONER MURPHY: And you prudently
2 decided not to have a closed session today?

3 MR. TURPEN: Do we need one? No. Do we
4 need one?

5 MR. BOUEY: I can wait until the next
6 meeting.

7 MR. TURPEN: Let's wait. Thank you.

8 MR. BOUEY: Okay. As long as you all
9 vote yes.

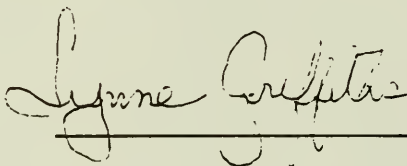
10 (Whereupon the proceedings were concluded.)
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CERTIFICATE OF REPORTER

I, LYNNE GRIFFITHS, a duly authorized shorthand reporter, do hereby certify:

That the foregoing transcript constitutes a true, full and correct transcript of my shorthand notes taken as such reporter of the proceedings herein and reduced to typewriting under my supervision and control to the best of my ability.





SAN FRANCISCO
AIRPORTS COMMISSION

Presiding: PATRICK A. MURPHY, Commissioner
JAMES K. HO, Commissioner
STAN MATTISON, Commissioner

--oOo--

Minutes
TRANSCRIPT OF PROCEEDINGS

JULY 21, 1992
9:00 A.M.
CITY HALL
SAN FRANCISCO, CALIFORNIA

ORIGINAL

Reported by: ERIC BRODY, CSR #7558



P R O C E E D I N G S

COMMISSIONER MURPHY: The July 21, 1992 meeting of the San Francisco Airports Commission will please come to order. Would you call the roll.

THE CLERK: Commissioner Murphy.

COMMISSIONER MURPHY: Here.

THE CLERK: Commissioner Mattison.

COMMISSIONER MATTISON: Here.

THE CLERK: Commissioner Ho.

COMMISSIONER HO: Here.

THE CLERK: You have before you the minutes of the regular meeting of July 7, 1992.

COMMISSIONER MURPHY: Move.

COMMISSIONER HO: Second.

COMMISSIONER MURPHY: So ordered.

THE CLERK: Items initiated by commissioners.

COMMISSIONER MATTISON: Nothing.

COMMISSIONER MURPHY: James? Okay. No.

THE CLERK: Item 1. Pending legislation. Resolution opposing SB 226 as amended.

MR. LOU TURPEN: The Airports Commission is well aware of Senate Bill 226 from prior action. The author of the bill has introduced an amendment



1 of the whole which the Commission has before them as
2 well as a resolution which would continue the
3 Airports or reaffirm the Airports Commission
4 opposition to SB 226.

5 I believe the resolution speaks for
6 itself and would recommend your action at this time.

7 COMMISSIONER MATTISON: Your basic
8 capsule critique of the amended 226 is that it is
9 just a slight alteration of, sort of a recooked
10 version of what we have been through before?

11 MR. TURPEN: Well, it has actually
12 changed. It now mandates how the Airports
13 Commission will conduct its affairs with local
14 communities, how much the Airports Commission will
15 spend on programs, mandates the programs, mandates
16 the Airports Commission involvement in the San Mateo
17 County CNP, mandates that the State will conduct a
18 variance hearing, and the bill quite frankly
19 interferes in my personal opinion with the Airports
20 Commission's conduct of its affairs with the
21 community surrounding the airport. That has been a
22 positive and effective relationship in the past.

23 We were not consulted on this bill at
24 all, in any way, shape or form, and I think that the
25 bill does not at all contribute to the positive



1 relationship that we have with the community. As a
2 matter of fact, I think it probably works more to
3 interfere with that than contribute to it.

4 COMMISSIONER MURPHY: I guess I have a
5 couple of questions. One is, what does the FAA
6 think of this?

7 MR. TURPEN: The FAA's initial reaction
8 was not favorable. We expect to receive something
9 in writing from them here in the next day or so.
10 They had a problem yesterday in Los Angeles where
11 evidently a building had to be shut down for some
12 reason, so we were not able to secure their written
13 comments.

14 There are some other questions as well
15 concerning the legality of this in the face of
16 Federal law, Commissioner, and those are the issues
17 that --

18 COMMISSIONER MURPHY: Yes, that's what
19 was troubling me.

20 MR. TURPEN: When I talked to the FAA,
21 their comment was there may be a Federal preemption
22 on this bill. However, we were waiting to receive
23 something in writing from them.

24 COMMISSIONER MATTISON: The most
25 intriguing part is, as you say, mandating our



1 behavior with our neighbors when we think we are
2 great neighbors, we think we try to do everything to
3 do what is proper vis-a-vis the neighbors, and the
4 bill is obviously grinding an ax in that regard. So
5 just wonder if you had any insight.

6 MR. TURPEN: I just think that it is
7 difficult to try to legislate complex relationships
8 at arm's length and I think that's what this intends
9 to do. I would hope that the legislature would
10 understand that and support it and would allow the
11 process which we have been going through for any
12 number of years on noise issues particularly and
13 most recently on a broader range of issues to
14 continue, because I think we are making progress in
15 that regard and I would hate to see that progress
16 aborted because of legislative interference.

17 COMMISSIONER MATTISON: I agree. Plus it
18 seems like we are going to be spending quite a bit
19 more than this thing purports to mandate anyway.

20 COMMISSIONER MURPHY: That's my question.
21 If this were to become law, why would we spend more
22 than it mandates?

23 MR. TURPEN: I think that is a very good
24 question for the Airports Commission to consider.

25 COMMISSIONER MURPHY: It seems to suggest



6
1 a dollar figure that --

2 MR. TURPEN: From whence it came, it
3 suggests that the dollar figure in the bill is
4 obviously one that somebody must have considered as
5 appropriate and if the State legislature agrees, I
6 mean, maybe this thing starts to look more
7 attractive than we first thought.

8 COMMISSIONER MATTISON: It is a nice
9 round number anyway. I move on the resolution.

10 COMMISSIONER MURPHY: Second.

11 THE CLERK: Commissioner Murphy.

12 COMMISSIONER MURPHY: Yes.

13 THE CLERK: Commissioner Mattison.

14 COMMISSIONER MATTISON: Yes.

15 THE CLERK: Commissioner Ho.

16 COMMISSIONER HO: Yes.

17 THE CLERK: Resolution clarifying when a
18 business is eligible for registration under the host
19 MBE/WBE sublease plan.

20 MR. TURPEN: This issue as well has been
21 discussed by the Commission and presented to the
22 Commission over the past several months in relation
23 to the host minority business opportunity program.

24 I call the Commission's attention to the
25 last resolve which speaks to the definition that the



1 Commission had asked general counsel to develop and
2 I believe it does so accurately and would recommend
3 your approval.

4 COMMISSIONER MURPHY: Any comment from
5 the Human Rights Commissioner on this?

6 MR. TURPEN: I attended -- is Pansy here?
7 Pansy was with us. Miss Waller was with us.
8 Mr. Lee, Miss Waller, myself, Airport General
9 Counsel, Miss Gittens attended a meeting on this as
10 we worked out the language, so I think that
11 everybody understands what we are trying to say and
12 that's 90 percent of getting it implemented fairly
13 and properly.

14 COMMISSIONER MATTISON: Anyway, it
15 apparently meets the goal of not closing the door on
16 a business, an applicant business just because it
17 hasn't met some formation criteria that was
18 preexisting.

19 MR. TURPEN: Exactly.

20 COMMISSIONER MATTISON: Okay. Good.

21 MR. TURPEN: Jean.

22 COMMISSIONER MATTISON: Move?

23 COMMISSIONER MURPHY: I move.

24 COMMISSIONER MATTISON: Second.

25 THE CLERK: Commissioner Murphy.



1 COMMISSIONER MURPHY: Ye.

2 THE CLERK: Commissioner Mattison.

3 COMMISSIONER MATTISON: Yes.

4 THE CLERK: Commissioner Ho.

5 COMMISSIONER HO: Yes.

6 THE CLERK: Item 3. Adoption of fiscal
7 year 1992/93 rates and charges.

8 MR. TURPEN: Under the terms of the
9 airline/airport lease and use agreement, landing
10 fees and terminal rental rates are subject to an
11 annual adjustment. Commission has had a public
12 hearing on this matter. The airline community under
13 the lease with the City and County of San Francisco
14 has reviewed the proposed rates and approved them.
15 They come to the Commission now for action.

16 COMMISSIONER MATTISON: Any comments?

17 MR. TURPEN: This is pretty much
18 automatic because within the lease and use agreement
19 it specifies how rates and charges will be developed
20 at the airport, so it is almost an administrative --
21 it is a calculation, it is a straight calculation.

22 COMMISSIONER MURPHY: Move.

23 COMMISSIONER HO: Second.

24 THE CLERK: Commissioner Murphy.

25 COMMISSIONER MURPHY: Yes.



1 THE CLERK: Commissioner Mattison.

2 COMMISSIONER MATTISON: Yes.

3 THE CLERK: Commissioner Ho.

4 COMMISSIONER HO: Yes.

5 THE CLERK: Item 4. Award of contract
6 number 3013: Reroof international terminal and
7 boarding area D.

8 MR. TURPEN: Enclosed in your package is
9 a resolution awarding the contract to Western
10 Roofing Service, the lowest responsible bidder.
11 Human Rights Commission determined that bidders 1
12 and 2 in your package failed to meet affirmative
13 action program requirements and were not eligible
14 for award of this contract. So I would recommend
15 this bid to you at this time.

16 COMMISSIONER MURPHY: Move.

17 COMMISSIONER MATTISON: Second.

18 THE CLERK: Commissioner Murphy.

19 COMMISSIONER MURPHY: Yes.

20 THE CLERK: Commissioner Mattison.

21 COMMISSIONER MATTISON: Yes.

22 THE CLERK: Commissioner Ho.

23 COMMISSIONER HO: Yes.

24 THE CLERK: Item 5. Authorization to
25 receive bids for the public pay telephone agreement.



1 MS. ANGELA GITTENS: Commissioners, this
2 item is the lease of public pay telephones. Just to
3 clarify a question I just had, this is purely for
4 the pay telephones. It would include all the pay
5 telephones except those that are now in the AT&T
6 calling center. So it would eliminate the current
7 Pacific Bell permit and the current AT&T credit card
8 phone permit. It would be separate, however, from
9 the long distance contract, that is the contract for
10 the long distance default carrier.

11 COMMISSIONER MATTISON: Is this related
12 to all physical equipment in the airport?

13 MS. GITTENS: That's correct, except for
14 the AT&T calling center.

15 MR. TURPEN: Which is located outside
16 those international terminal out there.

17 COMMISSIONER HO: What you are saying is
18 still all these phones that are going to be put in,
19 still you can make long distance.

20 MS. GITTENS: Yes.

21 MR. TURPEN: Yes.

22 COMMISSIONER MATTISON: How many
23 telephones are we talking about that are currently
24 installed base?

25 MS. GITTENS: Well, we currently have



1 about 750 phones including the AT&T and the PT&T.

2 COMMISSIONER MATTISON: This is a bid
3 that is mandated and periodically occurs?

4 MS. GITTENS: No. This would be our
5 first bid. Obviously because of the changes in the
6 FCC, it was not possible up until about three years
7 ago to have anyone -- to effectively have anyone but
8 PT&T or AT&T operate the coin-operated phones. And
9 so PT&T has been under a permit for many years.

10 COMMISSIONER MATTISON: How many
11 qualified bidders could you expect on an undertaking
12 like this?

13 MS. GITTENS: Based on the specifications
14 as we have modified them, it looks like there would
15 be about four bidders that would be qualified, based
16 on those that attended the prebid conference.

17 COMMISSIONER MATTISON: Okay. Well, good
18 luck.

19 COMMISSIONER MURPHY: We have a speaker
20 on this one. Mike McClamney.

21 MR. TURPEN: Mr. McClamney.

22 MR. MIKE McCLAMMEY: McClamney. It is an
23 Irish name.

24 And how are you this morning?

25 COMMISSIONER MURPHY: Good morning.



and thank you very much for the overview of the pay telephone situation at San Francisco International Airport. And obviously Pacific Bell would like to continue to be the provider of said services.

There are a couple of items, though, that I think that we do need to cover as referenced in the proposed bid package. One of them has to do with the minimum guarantee.

Currently, as of about a month ago, our commission stream to the San Francisco International Airport is running about \$551,000. This revenue stream is down from a year or two ago where it was closer to about \$750,000 per year. Obviously, there is a declining revenue stream as it exists for Pacific Bell.

In 1988, in the latter part of 1988, it became possible for entities such as yourself to negotiate directly with long-distance providers of service. Pacific Bell has no access to that long-distance revenue.

Prior to that, what we were doing as a means of compensating our agents without any pressure, duress, purely voluntarily, good faith gesture, was since we did not have access to the



1 revenues, we did know how much time people were
2 spending on the phone making those calls. And our
3 decision at the time was to upgrade the existing
4 contracts, in the case of the San Francisco
5 International Airport contract by compensating 3
6 cents per minute on that revenue stream.

7 In the latter part of 1988, which I will
8 get back to, it became possible for you to negotiate
9 directly with these long-distance providers of
10 service and therefore obtain much more lucrative or
11 rewarding commissions for yourselves.

12 Since then, as contracts have come up for
13 renewal, Pacific Bell for various reasons does not
14 pay compensation on the long-distance traffic. For
15 that reason, the recommendation was made that the
16 minimum guarantee be lowered from what you had been
17 experiencing at 7 hundred -- between 5-1/2 to 7
18 hundred thousand dollars a year to the more
19 realistic number of 400,000.

20 Now, there was an understanding of that
21 position and it was lowered to \$600,000. I am
22 requesting that it be lowered even further than
23 that.

24 Now, obviously that puts the situation in
25 a more competitive mode, but it also is an honest



1 assessment of the revenues available and the
2 commissionable dollars available to San Francisco
3 International Airport.

4 COMMISSIONER MATTISON: How much exposure
5 do you feel you have at the current level?

6 MR. McCLAMMEY: By "exposure" you mean?

7 COMMISSIONER MATTISON: Well, you feel
8 that the recent experience of the year or so is not
9 necessarily an aberration but maybe structurally a
10 downgrade in the revenue stream available?

11 MR. McCLAMMEY: Yes, sir. And I will
12 elaborate on that in the next 60 seconds. When we
13 do the billing for long-distance companies, which we
14 were doing, and we were handling some of the data
15 provided by them except for the revenue data, it was
16 possible for us to accurately determine what the
17 minutes of use was on the telephones.

18 That is no longer possible. Last year in
19 September, what we did is we went back over the
20 previous 15 months to 24 months on all of our
21 accounts to try and recover some of that data that
22 was lost.

23 In September, late September, early
24 October, we sent a check to San Francisco
25 International Airport in the amount of \$134 based on



1 estimated minutes of use. That will continue --
2 excuse me -- the loss of the data will continue to
3 such that that compensation will be nil anyway. We
4 don't have the data to prorate, we don't have the
5 data to recover. The data just does not exist. And
6 that really is the driver there.

7 COMMISSIONER MATTISON: Okay. Thank you.

8 MR. TURPEN: Angela. Thank you.

9 MS. GITTENS: As far as the minimum
10 annual guarantee that is set, obviously staff would
11 have no objection to a change in that. However, we
12 did incorporate the fact that the AT&T telephones
13 would now be folded or that that number of phones
14 would now be folded into that contract. And
15 currently we receive about \$150,000 annually from
16 AT&T for the telephones, that is excluding the
17 long-distance service.

18 So we added together basically the PT&T
19 revenue for the minutes, that is not the
20 long-distance service, and the AT&T revenue which
21 was about \$700,000 combined to come up with a
22 minimum of \$600,000.

23 COMMISSIONER MATTISON: Okay. And that
24 is included in the 600?

25 MS. GITTENS: That's correct.



1 COMMISSIONER MATTISON: So is that not a
2 proper approach to resolve that issue?

3 MR. McCLAMMEY: The implication is that
4 there is an additional revenue stream. That is not
5 true. In one sense, Pacific Bell Public
6 Communications is an entity within the company
7 Pacific Bell. The commissionable monies or the
8 revenues that we receive as this small box within
9 Pacific Bell are the only revenues with which we can
10 pay commissions on. The revenue that goes to
11 Pacific Bell from those phones, that is negligible
12 because the international traffic is turned over to
13 Pacific Bell, does not result in additional income
14 to Pacific Bell.

15 What it would mean is a transfer of funds
16 that are going to the larger portion to the smaller
17 company, but in effect not additional revenue. So
18 you are taking \$150,000 from one pot and putting it
19 in another pot, but there is no increase in revenue,
20 it is still \$150,000 as numerical example.

21 MR. TURPEN: Thank you.

22 MR. McCLAMMEY: There was one other item.

23 MR. TURPEN: Oh, I am sorry. Go ahead.

24 MR. McCLAMMEY: The other item on the
25 proposed bid spec is the dropping of the requirement



1 for a bidder to have operated at least 200
2 telephones on the same contiguous site. That was
3 deemed as not necessary.

4 I would submit that that is a very
5 necessary requirement. The contention is if you can
6 manage 200 phones all over the place, why can't you
7 manage them in one place; it's a more difficult
8 situation, therefore you should be successful where
9 they are all together.

10 We spend about \$250,000 a year in
11 addition to the Commission revenues to support the
12 San Francisco International Airport account.
13 There's about \$65,000 spent every year just cleaning
14 enclosures and maintaining those. We have a
15 full-time technician that is dedicated to the
16 airport and there is never anyone not at the airport
17 seven days a week and that person's time is valuable
18 as well as the equipment incorporated.

19 We often have last-minute requests such
20 as what we have experienced in United Airlines and
21 Braniff and so forth to remove enclosures at a
22 moment's notice. We also have last-minute requests
23 to place service at a moment's notice such as out at
24 taxi base number 5 where the VIP location is, such
25 as the services that were required immediately after



1 the earthquake.

2 So to have people or personnel there to
3 spread out that are working a circuit would not
4 provide the service that you are used to and that
5 our mutual customers can anticipate. Right now it
6 takes us about nine hours from the time we receive a
7 repair report to the time that repair is completed.
8 And of course the longer the phones stay in service
9 and the sooner they get in service, and that keeps
10 that revenue stream going for the both of us.

11 So my suggestion is that that item be
12 included. It is one that I think would result in
13 the best service possible for San Francisco
14 International Airport and for the persons you invite
15 to use the facility.

16 MR. TURPEN: Thank you.

17 Angela, how many bidders would we lose if
18 we changed that requirement?

19 MS. GITTENS: Well, we would lose at
20 least two. There are only -- it depends on where we
21 make the requirement. We had had at one point at
22 200 phones in a contiguous site and that would have
23 left us with three bidders, PT&T and two others.
24 One of those two others would drop out if we raised
25 it to 400. There is a bidder that has a 200-phone

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

5. The fifth part of the document provides a conclusion and a summary of the key findings. It reiterates the importance of accurate record-keeping and the need for ongoing research in this field.

6. The sixth part of the document includes a list of references to the literature cited in the study. It provides a comprehensive overview of the current state of knowledge in the field.

7. The seventh part of the document contains a list of appendices. These include additional data, figures, and tables that are not included in the main body of the text.

8. The eighth part of the document is a list of figures. These are detailed descriptions of the graphs and charts used in the study.

9. The ninth part of the document is a list of tables. These are detailed descriptions of the tables used in the study.

10. The tenth part of the document is a list of references. These are the sources of the information used in the study.

1 site and the next bidder would be 900 phones. No
2 one has between 200 and 900.

3 COMMISSIONER MATTISON: Let me ask you
4 about the level of detail in the standards of the
5 support issues that were just mentioned. That
6 obviously is of paramount concern, the level of
7 support that we will demand or require from the
8 vendor in terms of continuing on-site maintenance,
9 cleaning, replacement, just essentially quality
10 assurance, if you will, on site.

11 Are we fairly aggressive in our bid specs
12 in demanding that sort of commitment, or are we kind
13 of letting the market work that out on a best-hopes
14 basis?

15 MS. GITTENS: Well, we are fairly
16 aggressive, although I can certainly -- I cannot
17 argue that strongly against Mr. McClamney's point
18 there that there is a problem, but it has to be
19 balanced against the issue of how many bidders are
20 we going to get, how competitive we are going to
21 allow this opportunity to be.

22 COMMISSIONER MATTISON: Well, I think so,
23 except that I think you could solve the problem by
24 making sure that all the bidders knew that their bid
25 had to include that level of support and they should

1 build it into their bid, that should be a fairly
2 constant underpinning of all the bids, and then I
3 believe we would remove that as being a variable in
4 the bidding.

5 I wouldn't want to see someone win the
6 bid on the basis of a quirk in the quality standard
7 or the support -- the interpretation of the support
8 standard, because we could suffer needlessly for
9 that I think years from now.

10 MS. GITTENS: I think the support
11 standard is very clear in the bid, but that's not
12 the same as saying that everyone will value it
13 appropriately or to our standard.

14 COMMISSIONER MATTISON: Right. But you
15 will make sure they will, though, right?

16 MS. GITTENS: Oh, yes.

17 MR. TURPEN: We would be happy to do
18 that.

19 COMMISSIONER MATTISON: I am sure you
20 would. You personally, yes.

21 MR. TURPEN: If the staff is comfortable
22 with the specs as presented to you, we would
23 recommend them. However, we recognize the
24 Commission's -- would recognize and amend the specs
25 if the Commission wishes.

2. The second section focuses on the role of technology in modern record management. It highlights how digital tools can streamline processes, reduce errors, and facilitate collaboration among team members. Specific examples are provided, such as the use of cloud storage for secure document sharing and automated backup systems to prevent data loss.

3. The third part of the document addresses the challenges associated with data security and privacy. It stresses the need for robust security protocols, including regular updates to software and the implementation of access controls. The text also discusses the importance of employee training to ensure that all staff members understand their responsibilities regarding data protection.

4. The final section provides a summary of the key points discussed and offers recommendations for future improvements. It encourages a continuous approach to record management, where processes are regularly reviewed and updated to meet changing needs and technological advancements.

1 COMMISSIONER MATTISON: If you feel we
2 are covered in that area, I think that is my only
3 point. I am happy.

4 MR. TURPEN: Okay. Jean.

5 COMMISSIONER MATTISON: Move.

6 COMMISSIONER MURPHY: Second.

7 THE CLERK: Commissioner Murphy.

8 COMMISSIONER MURPHY: Yes.

9 THE CLERK: Commissioner Mattison.

10 COMMISSIONER MATTISON: Yes.

11 THE CLERK: Commissioner Ho.

12 COMMISSIONER HO: Yes.

13 THE CLERK: Item 6. Award of
14 professional services contract. Implementation of
15 water reclamation project at industrial wastewater
16 treatment plant.

17 MR. TURPEN: This is a requirement of
18 State Regional Water Quality Control Board to
19 implement water reclamation project at the
20 industrial treatment plant and this is a \$100,000
21 professional services contract to Kennedy/Jenks.
22 That's all.

23 COMMISSIONER HO: Move.

24 COMMISSIONER MURPHY: I will second.'

25 THE CLERK: Commissioner Murphy.



1 COMMISSIONER MURPHY: Yes
2 THE CLERK: Commissioner Mattison.
3 COMMISSIONER MATTISON: yes.
4 THE CLERK: Commissioner Ho.
5 COMMISSIONER HO: Yes.
6 THE CLERK: Next you have the consent
7 calendar.

8 COMMISSIONER MURPHY: What is a lifelike
9 artificial Christmas tree?

10 MR. TURPEN: Can't tell the difference.

11 COMMISSIONER MURPHY: I mean, was this
12 once a tree or is it a plastic tree?

13 MR. TURPEN: It is a -- you have to go up
14 and actually test it to make sure.

15 COMMISSIONER MURPHY: What's the answer?
16 Is it a tree or not a tree?

17 MR. TURPEN: No, it is not a tree.

18 COMMISSIONER MURPHY: So it is a plastic
19 tree?

20 MR. TURPEN: Yes, some material other
21 than a real tree.

22 COMMISSIONER MATTISON: I don't have any
23 problem with these.

24 COMMISSIONER MURPHY: You are not
25 bothered by plastic trees?



1 COMMISSIONER MATTISON: Of course I am.
2 MR. TURPEN: It was subject to much
3 debate.

4 COMMISSIONER MATTISON: If Neiman-Marcus
5 can get away with it, I guess we can. I don't know.

6 MR. TURPEN: We will try it for a year
7 and see what happens.

8 COMMISSIONER MURPHY: Move.

9 COMMISSIONER HO: Second.

10 THE CLERK: Commissioner Murphy.

11 COMMISSIONER MURPHY: Yes.

12 THE CLERK: Commissioner Mattison.

13 COMMISSIONER MATTISON: Yes.

14 THE CLERK: Commissioner Ho.

15 COMMISSIONER HO: Yes.

16 THE CLERK: Next you have a public
17 hearing on master plan mitigation measures.

18 COMMISSIONER MURPHY: Okay. Declare the
19 public hearing on master plan mitigation measures
20 open. We have a number of parties who have
21 expressed an interest in speaking. You want to kick
22 this off with a comment?

23 MR. TURPEN: As the Commission is well
24 aware, I presented to the Airports Commission and
25 made available to the public a draft of San

4. The fourth part of the document discusses the consequences of failing to comply with the record-keeping requirements. It states that individuals or organizations that fail to comply may be subject to fines, penalties, or even criminal prosecution.

2 mitigation program.

3 Speaks to several areas and categorizes
4 each of those areas, for example, noise and
5 transportation, as measures that could be adopted,
6 the master plan measures that could be forwarded to
7 another agency such as the Roundtable or CCAG for
8 consideration pursuant to a memorandum of
9 understanding, measures that are within the control
10 of another agency, or measures that may be
11 inappropriate.

12 The document is rather lengthy, but I
13 believe that looking at the first several pages, the
14 first three pages will effectively capsule the basic
15 thrust of the mitigation program and I would invite
16 members of the public to share their views with the
17 Airports Commission at this time.

18 COMMISSIONER MURPHY: Okay. Raymond
19 Miller.

20 MR. TURPEN: And, ladies and gentlemen,
21 if you could speak into the mic, please, and start
22 by stating your name and affiliation. Thank you.

23 MR. RAYMOND MILLER: Good morning. My
24 name is Raymond Miller and I am the chair of what we
25 affectionately call CCAG, which is an acronym for

1 the City/County Association of Governments of San
2 Mateo County.

3 CCAG is a joint powers agreement between
4 19 of the cities of San Mateo County and the county
5 itself. We were established to deal with the
6 State-mandated plans as a subregional planning
7 cooperative agency.

8 There are essentially three major plans
9 that we were set up to deal with. One is the
10 airport land use plan, which means CCAG is the
11 airport land use commission for San Mateo County.
12 Second is the integrated waste management plan,
13 which means that we are the local task force for San
14 Mateo County. And the third is the congestion
15 management plan, which means we are the congestion
16 management agency for San Mateo County. So you can
17 see immediately we share a number of concerns with
18 the airport.

19 I want to point out that we are well
20 aware of the existence of the airport as a major
21 center of economic activity and we are well aware of
22 the benefits that flow therefrom, but we are also
23 aware of the costs that are related with any major
24 project like the airport and also a major expansion
25 that is contemplated.

1 We are concerned about the cost,
2 particularly in the areas of noise and traffic in
3 our respective roles. And when we looked at the
4 environmental impact report, it wasn't clear to us
5 that many of these costs were appropriately or
6 sufficiently mitigated. And so we felt that what we
7 needed to do was to have a dialogue, a conversation,
8 a cooperative effort with the airport to try to deal
9 with the potential implications of the expansion
10 program.

11 So we established an ad hoc committee and
12 that ad hoc committee is chaired by Roger Chinn who
13 is the Mayor of Foster City, and it contains also
14 Supervisor Mary Griffin from the County,
15 Councilmember Roberta Teglia from South San
16 Francisco, Councilmember Janet Fogarty from
17 Millbrae, and myself as chair of CCAG.

18 We have met several times with Mr. Turpen
19 and staff, and of course we come with our staff, and
20 we have been talking about developing a mitigation
21 package and some of that is reflected in the
22 document that is before you today.

23 I think that all I want to say at this
24 point in terms of the mitigations is that we are
25 working together to get a comfortable set of

2. The second part outlines the various methods and tools used to collect and analyze data. It mentions the use of surveys, interviews, and focus groups to gather information from stakeholders. Additionally, it discusses the application of statistical analysis to interpret the collected data.

3. The third part describes the process of identifying key performance indicators (KPIs) and how they are used to measure the organization's progress towards its goals. It highlights the need for regular monitoring and reporting on these indicators to facilitate timely decision-making.

4. The fourth part focuses on the role of communication in the overall process. It stresses the importance of clear and consistent communication between all levels of the organization to ensure that everyone is aligned with the same objectives and understands their role in achieving them.

5. The fifth part discusses the challenges faced during the implementation of the process and how they were overcome. It mentions issues such as resistance to change, lack of resources, and limited buy-in from certain departments, and provides examples of strategies used to address these challenges.

6. The sixth part presents the results of the study, showing the positive impact of the implemented process on the organization's performance. It includes data on increased efficiency, improved customer satisfaction, and higher employee engagement levels.

7. The seventh part offers conclusions and recommendations based on the findings. It suggests that the implemented process should be continued and refined over time to further optimize the organization's performance. It also recommends that similar processes be adopted by other departments or organizations.

8. The final part of the document is a summary of the key points discussed throughout the report. It reiterates the importance of accurate record-keeping, effective data analysis, clear communication, and continuous improvement in achieving organizational success.

1 mitigations for what of course will be, as we
2 understand it, probably the major project in the
3 next 10 years in San Mateo County. So we are
4 obviously concerned.

5 It is to our mutual interest to avoid
6 gridlock because nobody can function if we got
7 traffic gridlock in San Mateo County. We hope to
8 develop a memorandum of understanding, and that is
9 part of the proposals before you, between CCAG and
10 the Airports Commission, and we hope that that
11 includes a continuous involvement and participation
12 on the part of the airport with the other public
13 entities in San Mateo County.

14 In many respects, the airport is really
15 comparable to a city. You really provide a lot of
16 the same public services that we do. And working
17 together on a continuous cooperative basis, I think
18 that we can deal with these matters that are of
19 serious mutual concern to both of us.

20 And so we look forward to continuous
21 conversation, we look forward to the hearing we hope
22 that will be in San Mateo County, we look forward to
23 a satisfactory package of mitigations, and we look
24 forward to continuously working together on matters
25 of mutual interest. Thank you.



1 COMMISSIONER MATTISON: Is it your view
2 that we are on the right track in terms of the state
3 of the current draft before us? It is obviously a
4 work in process.

5 MR. MILLER: It is a work in process. I
6 think that a lot of the matters that have been
7 identified there are appropriate. We are not real
8 clear as exactly what we are talking about, even in
9 terms of noise insulations, because we don't have
10 precise figures yet. We have a sense of what we are
11 trying to do, but that is still yet to be clarified.

12 We don't know how many homes we are
13 talking about, for instance. We also don't know
14 exactly what we are talking about in reference to
15 traffic mitigations. That needs to be defined.

16 I think working together, however, on a
17 traffic study, which actually is already under way,
18 basically designed by Caltrans and we are adding the
19 San Mateo component to that and that is being done
20 by Barton & Ashman Consultants, and we would hope
21 that the airport would work with us. It makes a lot
22 of sense for the airport to be a part of the
23 congestion management planning for San Mateo County
24 because that is where you are located.

25 We are developing a model that is going



1 to deal with traffic generation on all those
2 highways that feed right into the airport. So it
3 really makes a lot of sense for us to work together
4 on that. And we could work up a, that has already
5 been proposed, a contributory sharing of that. I
6 would also hope that we could work together on the
7 public transit connections as well.

8 And I think we have an interest in that
9 all working effectively because a TSM program which
10 is proposed, which is a very good program, the
11 transportation systems management, only works if you
12 have got transit alternatives and that's where we
13 are looking at Caltrain and buses and BART and all
14 of the available options.

15 One of the things that you could
16 certainly help us with is when we need to
17 communicate effectively with San Francisco to engage
18 in some of these transit decisions that cross over
19 the boundaries between San Mateo County and San
20 Francisco. We would hope that we could work
21 together on that. Caltrain is a good example of
22 that.

23 COMMISSIONER MURPHY: Where do you see
24 Senate Bill 226 fitting into all of this?

25 MR. MILLER: This has not been discussed

2. It also highlights the need for regular audits and the importance of having a clear understanding of the company's financial position at all times.

3. The second part of the document focuses on the importance of budgeting and the role of the accounting department in developing and monitoring the budget.

4. It also discusses the importance of having a clear understanding of the company's financial goals and the role of the accounting department in ensuring that the budget is aligned with these goals.

6. It also highlights the need for transparency and the importance of having a clear understanding of the company's financial performance at all times.

8. It also discusses the importance of having a clear understanding of the company's financial future and the role of the accounting department in ensuring that the financial plan is aligned with these goals.

10. It also highlights the need for a strong internal control system and the importance of having a clear understanding of the company's financial risks at all times.

12. It also discusses the importance of having a clear understanding of the company's financial needs and the role of the accounting department in ensuring that the financial resources are managed effectively.

14. It also highlights the need for a strong analytical framework and the importance of having a clear understanding of the company's financial performance at all times.

16. It also highlights the need for a clear and concise communication strategy and the importance of having a clear understanding of the company's financial position at all times.

18. It also highlights the need for a strong compliance framework and the importance of having a clear understanding of the company's financial risks at all times.

20. It also highlights the need for a strong innovation framework and the importance of having a clear understanding of the company's financial future at all times.

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1 at a CCAG meeting. So that CCAG has not taken a
2 position or even approached this particular matter.

3 I would say that if it were to come up,
4 we would have a very divided view about it. Some
5 people feel that, as I am sure you have heard, that
6 it is useful leverage. Other people feel that it is
7 unnecessary and interferes with the process,
8 discussion and negotiation. So I think one of the
9 reasons we haven't had it on the agenda is that it
10 would be very controversial because it is in many
11 people's mind a question of proper strategy. Some
12 people think it is appropriate. Other people are
13 very opposed to it.

14 I would say the members of the ad hoc
15 committee as an example, probably the majority of
16 that ad hoc committee feel it is not an appropriate
17 strategy.

18 COMMISSIONER MURPHY: Okay. Thank you.

19 MR. TURPEN: Thank you.

20 COMMISSIONER MURPHY: Mr. Tracy.

21 MR. TIM TREACY: Thank you, Mr. Murphy.
22 My name is Timothy Tracy. I am representing the San
23 Francisco Airport Noise Committee. I am also
24 representing the Forest Hill Association.

25 In connection with the preliminary draft



1 that Mr. Turpen has referred to, we again want to
2 just take a few moments to stress to you that what
3 is being urged upon you as a primary mitigation
4 measure is this insulation program and to increase
5 it, and our committee certainly supports that.

6 But then we find it strange on the other
7 hand that your staff in effect would go ahead and
8 recommend noise shift measures to continue to serve
9 as mitigation measures for the Peninsula. This
10 appears at pages 7 and 10 of this draft that
11 apparently has been provided to you. In this
12 connection, we point out that at page 12 of that
13 draft the policy of no noise shift is also
14 identified as a subject worthy of consideration.

15 So I would simply like to ask the
16 Commission as it continues through this process that
17 it consider in terms of mitigation this insulation
18 program. We think it is a great thing. But then to
19 do that and to then to turn around and suggest that
20 as further mitigation you shift the noise, and when
21 we are going to be the ones bearing the burden of
22 this shift, we feel that you should not adopt that.

23 We would also like to see the Commission
24 as it moves through this process adopt a policy that
25 stated that it does not support noise shift as a

1 mitigation measure.

2 So that's all I have to say this morning,
3 Mr. Murphy. Thank you.

4 COMMISSIONER MURPHY: Okay. Thank you.

5 MR. TURPEN: Thank you, Mr. Tracy.

6 COMMISSIONER MURPHY: Brad Kerwin.

7 MR. BRAD KERWIN: Let me figure out how
8 to display this for you.

9 MR. TURPEN: Sit it right on that lectern
10 there. It is probably easier.

11 MR. KERWIN: Thank you.

12 Mr. Chairman, I am Brad Kerwin, Mayor of
13 the City of Brisbane. I apologize for missing your
14 discussion on 226. I was caught in gridlock on the
15 freeway and had to use local streets to get here.

16 What this map portrays is the -- well,
17 several things. There are noise contour lines over
18 the territory. The white line, inside the white
19 line represents those homes that are currently
20 eligible for Federal funding and eligible in the
21 current noise program.

22 The recommendations, as I understand them
23 from the draft, talk about using a new map which
24 would probably have a contour roughly similar to the
25 yellow line, which would cut out approximately 5,000



1 homes of the 10,000 approximately that are currently
2 eligible. So the dollar amount, the up-to amount is
3 a meaningless number if the qualifications contract
4 down so that fewer people are eligible.

5 226, it is this line. The proposal that
6 I have seen discussed before CCAG proposals in the
7 draft document that you have are talking about a
8 smaller contour which would eliminate people from
9 being eligible.

10 COMMISSIONER MURPHY: Question: The
11 white line is a 1980 line? Isn't it reasonable to
12 assume that what has happened with the elimination
13 of stage 1 aircraft and the restrictions on stage 2
14 aircraft, that that line would have shrunk?

15 MR. KERWIN: That's true. That's true.

16 COMMISSIONER MURPHY: Do we get any
17 credit for that?

18 MR. KERWIN: Well, the fact of the matter
19 is these homes are still eligible for Federal
20 funding because they are considered by the Feds to
21 be noise impacted.

22 COMMISSIONER MURPHY: That's our Feds in
23 action, isn't it?

24 MR. KERWIN: Well, the alternative is you
25 can file a map and have always been able to file a



new map, an updated map.

MR. TURPEN: Well, that may be the approach. That eliminates the map problem.

COMMISSIONER MURPHY: Yes.

COMMISSIONER MATTISON: But the effect is still to go after the 65 CNEI homes. It just depends where they are, basically.

MR. TURPEN: There is some confusion.

MR. KERWIN: There is a definition I think that you want. What is the definition you want to use for eligibility?

I would argue that the program has been so slow in the past that most of these homes should already be done and that the current level -- the current map, the white line, ought to be used and you ought to finish the job.

That's the position I have, simply based on fairness. It costs you a little more, but it is not going to cost you that much more.

COMMISSIONER MATTISON: What's the average cost per home typically?

MR. TURPEN: 12,000.

MR. KERWIN: And the Feds will pick up 80 percent.

MR. TURPEN: No, that's --



1 MR. KERWIN: Potentially.

2 COMMISSIONER MATTISON: Potentially.

3 That's a very flip statement.

4 MR. TURPEN: Well, I will tell you what
5 Commissioner. I would be happy to amend my proposal
6 and we will contribute 20 percent of the 1980
7 contour.

8 COMMISSIONER MATTISON: Absolutely.

9 Because when you say the upper limit is meaningless,
10 5,000 homes at 12,000 bucks is 60 million dollars,
11 which I believe somebody is going to have to pay.

12 MR. TURPEN: Versus 20 percent of 10,000
13 homes which is 2,000 homes.

14 COMMISSIONER MATTISON: And if you can
15 give me 20 percent of 10,000 homes, we will take it
16 all day long.

17 In other words, when we commit ourselves
18 to insulate irrespective of Fed participation, I
19 believe we have made a pretty major step. And if we
20 evolve in that direction, I believe we will be doing
21 a lot more than paying lip service to that limit.

22 MR. TURPEN: I think there is some real
23 confusion unfortunately with respect to maps and
24 this, that and the other.

25 The proposal before you, Commissioners,

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AND ARCHITECTURE

1 is this: If one speaks to the current number of
2 impacted homes, those homes within the 65 CNEL, our
3 proposal says that we will fund 100 percent of the
4 insulation on those homes. In other words, my
5 recommendation to you is that the Commission will
6 guarantee 100 percent funding for those homes in the
7 65 CNEL at the time of approval of the master plan.

8 This other map that enters into the
9 equation is more of an administrative map than it is
10 a real map. At one time, this map was accurate,
11 back in 1980. When the airport got its Part 150
12 program approved by the Federal government, the
13 first airport to do so, one of the reasons we
14 pursued it was so that Federal funds could flow
15 directly to local communities.

16 At the time we got this money, the map
17 was somewhat smaller than the 1980 contour which is
18 shown in white. However, we made a strategic
19 decision to use the 1980 contour because we were
20 concerned, particularly in light of the way the
21 Federal government was administering the program,
22 that there might be some restriction from the
23 Federal side, so we wanted to maximize opportunities
24 for the community.

25 We are talking apples and oranges here.



1 What we are saying is that we will provide a fund to
2 insulate all currently noise-impacted homes and that
3 amounts to some number of dollars. In addition, we
4 are not saying that you can't insulate beyond that
5 in a progressive way or in a priority fashion beyond
6 that core element, but we want to make sure that the
7 core element gets priority treatment and is handled
8 initially.

9 There has been no official statement from
10 the Federal Aviation Administration, to my
11 knowledge, which says that they will not insulate
12 outside 65 CNEL. But as a strategy, we elected to
13 do this simply because we thought it was a prudent
14 protection for local communities in applying for
15 funds. If the map becomes a problem, we can just
16 file a new map with the FAA under an amended Part
17 150 and that will eliminate the map problem.

18 I mean, this is a wholly artificial
19 problem. What we are saying is, if you want to
20 insulate beyond the 65 CNEL, fine. We have always
21 said we will participate to 20 percent in that
22 program.

23 COMMISSIONER MATTISON: Right.

24 COMMISSIONER MURPHY: Mr. Kerwin, what
25 are you suggesting that we do here?



1 MR. KERWIN: Well, I am suggesting that
2 all the homes that are currently eligible ought to
3 get insulated.

4 MR. TURPEN: And that's what our proposal
5 is.

6 COMMISSIONER MURPHY: How much of it are
7 we supposed to do?

8 MR. KERWIN: Well, under the current
9 scenario and the availability of Federal funds, it
10 would be 80-20 match.

11 MR. TURPEN: And what do you call the
12 currently eligible home? One that is impacted under
13 State law?

14 MR. KERWIN: The ones that are within the
15 65 CNEL.

16 MR. TURPEN: So there would be about
17 5,000 homes.

18 MR. KERWIN: No. The ones that are
19 eligible for Federal funding are within this line.

20 MR. TURPEN: No, no. I am sorry. I
21 won't buy that argument at all. And I will not
22 recommend that argument to the Commission.

23 There is a current definition of impacted
24 homes, 65 CNEL. There are presently 5,000 homes in
25 that area. And you are saying that if you want us



1 to deal with impacted homes and 20 percent, we are
2 talking about, what, 12 million dollars I guess.

3 COMMISSIONER MATTISON: Yes. If we could
4 keep it that small, I think the Commission would be
5 delighted. I think we are looking at a far bigger
6 commitment on the face of it, and happy to do so.
7 Happy may not be the right word.

8 COMMISSIONER MURPHY: Let's not get
9 carried away.

10 MR. TURPEN: I mean, I think that's a
11 problem. The Commission can see a lot of the
12 misinformation that floats around in the community
13 that exists. There are an existing number of
14 impacted homes, some roughly 5,000, some number and
15 I don't want to be held to any specific number.

16 MR. KERWIN: Depending on the definition
17 of what is a noise-impacted home.

18 COMMISSIONER MURPHY: One at a time.

19 MR. TURPEN: It is about 4 to 6 thousand
20 impacted homes today. Our proposal is based on what
21 is happening today, not what happened 10 years ago
22 or 30 years ago or 50 years ago.

23 COMMISSIONER MATTISON: Or not what .
24 happens eight years from now.

25 MR. TURPEN: Well, as a matter of fact,



1 yes, I would love to talk about a moment 10 years from
2 now.

3 COMMISSIONER MATTISON: It would be far
4 less as the Stage 3 closes in.

5 MR. TURPEN: Exactly right.

6 COMMISSIONER MATTISON: So we are taking
7 a snapshot today and saying we are committed to
8 wiping that problem out.

9 MR. TURPEN: We will live with that
10 snapshot today.

11 COMMISSIONER MATTISON: If Federal funds
12 are available, so be it, that's so much the better.

13 MR. TURPEN: Exactly.

14 MR. KERWIN: What is eligible under the
15 current Federal program? Anything inside the white
16 line is eligible. That is about 10,000 homes. The
17 scenario Mr. Turpen is talking about, you would
18 eliminate any of the homes in Pacifica and Daly
19 City, and a lot of them in South San Francisco and
20 in San Bruno.

21 MR. TURPEN: That's not true. That's not
22 true.

23 What we are trying to do by our
24 definition of impacted home is set an amount of
25 money that we feel legitimately should be something

4. The fourth part of the document discusses the company's commitment to social responsibility. It states that the company aims to contribute to the community and to support local businesses. The text mentions that the company has implemented various measures to achieve these goals, such as donating to charity and hiring local staff.

5. The fifth part of the document discusses the company's commitment to employee well-being. It states that the company aims to provide a safe and healthy work environment for all employees. The text mentions that the company has implemented various measures to achieve these goals, such as providing safety training and offering health insurance.

6. The sixth part of the document discusses the company's commitment to innovation. It states that the company aims to develop new products and services that meet the needs of its customers. The text mentions that the company has implemented various measures to achieve these goals, such as investing in research and development and hiring talented staff.

7. The seventh part of the document discusses the company's commitment to customer satisfaction. It states that the company aims to provide excellent customer service and to ensure that all customers are satisfied with their purchase. The text mentions that the company has implemented various measures to achieve these goals, such as providing a 30-day money-back guarantee and offering personalized service.

8. The eighth part of the document discusses the company's commitment to ethical sourcing. It states that the company aims to source all materials from ethical suppliers. The text mentions that the company has implemented various measures to achieve these goals, such as conducting audits of its suppliers and choosing suppliers that share its commitment to ethical sourcing.

9. The ninth part of the document discusses the company's commitment to transparency. It states that the company aims to provide all stakeholders with accurate and timely information about its operations. The text mentions that the company has implemented various measures to achieve these goals, such as publishing an annual report and holding regular meetings with stakeholders.

10. The tenth part of the document discusses the company's commitment to continuous improvement. It states that the company aims to constantly improve its products, services, and processes. The text mentions that the company has implemented various measures to achieve these goals, such as conducting regular reviews and seeking feedback from customers and employees.

41
1 the Airports Commission should support. So when we
2 talk about impacted homes, we are saying any home
3 that is impacted today as of the time of the
4 approval of the master plan, should that go forward,
5 any home that is impacted then we will guarantee a
6 hundred percent insulation for.

7 Now, you can take that amount of money,
8 and let's just say it is 50 million, and you can
9 parlay it in an 80-20 split and you could wind up
10 with 250 million. And we are not saying you can't
11 insulate homes outside of that 65 CNEL area. What
12 we are saying is those must be insulated on a
13 priority basis.

14 I think the hangup here is probably can
15 be handled very simply. What we will do is, we will
16 go to the Federal government, Commissioners, and we
17 will ask them if they have any rule which says you
18 have to be within the 65 CNEL in order to be
19 insulated or what is their metric or what is their
20 criteria, if you will, for Federal participation in
21 an insulation program. And that may eliminate
22 everybody's problem in terms of where the line is.

23 Mr. Kerwin's concern obviously is he
24 wants to maximize the line because, whether accurate
25 or not, he has a feeling that that's the limit the



1 FAA will to.

2 COMMISSIONER MATTISON: Well, that's
3 fine.

4 COMMISSIONER MURPHY: I understand that.
5 That's perfectly logical. Whether it is -- we have
6 to figure out how to get there the best we can. But
7 at the same time I think we have to spend the money
8 we are going to spend on the most impacted homes.

9 It just seems to me if there has ever
10 been an issue that cries out for the airport and the
11 communities to sit down and work together and come
12 up with the best possible solution, it is this one.
13 And I will tell you I am mystified why that doesn't
14 seem to be occurring in a better way and I am
15 mystified, quite frankly, about what I perceive to
16 be an odd approach to the negotiations, which is to
17 be pushing legislation that is designed I think sort
18 of to hold a gun to our head.

19 I am getting I guess mixed signals on
20 where you all are coming from. What do you want to
21 do? Do you want to sit down and resolve this?

22 MR. KERWIN: Yes. And as far as the
23 insulation is concerned, we would like them all
24 inside that line. I think that's always --

25 COMMISSIONER MURPHY: Between what we are



proposing to come up with and the Federal money, can that be accomplished?

MR. TURPEN: Easily.

MR. KERWIN: Yes.

COMMISSIONER MATTISON: If you are saying that you are satisfied that you can get the Federal funds among your communities on an 80-20 basis and if we pledge 50 million dollars, go out and get 250 million and you can do the whole Peninsula.

MR. KERWIN: No. You can't.

My understanding is the Feds will not go outside the Part 150, 65 CNEL.

MR. TURPEN: Who told you that?

MR. KERWIN: I don't recall.

MR. TURPEN: I don't think that question has ever been answered.

MR. KERWIN: If that assumption is incorrect, then it is incorrect. But that's my assumption. In which case you would be limited to inside here, which is about 10,000 homes. So you are talking a total project amount of about 120, 130 million bucks.

COMMISSIONER MATTISON: Let's look at it on the basis of we have a priority which is called the truly impacted homes, 5,000 homes. If you can

1 parlay that into money making another case statement
2 with the FAA and they will provide matching funds,
3 they will provide three or four times matching
4 funds, that is wonderful, I think we have a very
5 straightforward approach.

6 MR. KERWIN: If that can be parlayed that
7 way, then I think there really is no problem, it is
8 semantic difficulty here.

9 MR. TURPEN: I have to point out to
10 Mr. Kerwin, and for the Commission's benefit as
11 well, we have intentionally not asked the question.
12 We have been in a fire fight with the FAA for seven
13 years now. We have intentionally not asked that
14 question because we were happy with the answer -- or
15 we are happy with the situation as it exists.

16 COMMISSIONER MATTISON: What happened was
17 the 80-20 money kept flowing despite the fact the
18 bankruptcy --

19 MR. TURPEN: They weren't giving San
20 Francisco any money at all because of the dispute
21 over the 707. So it was a rather delicate time.
22 Maybe now is the time to ask the Federal government
23 exactly what they will -- how they will participate.

24 COMMISSIONER MURPHY: As long as you are
25 prepared to live with the answer.



1 MR. TURPEN: As long as you are prepared
2 to live with the answer. That's exactly right.

3 MR. KERWIN: Well, there are cases where
4 they know in other airports that the contours have
5 shrunk because of the fleet mix and there are still
6 plenty within the 65. Below the 65 is another
7 question.

8 COMMISSIONER MURPHY: I think they are
9 aware of the noise regulations here. So I think
10 that probably is up fairly high on their radar
11 screen.

12 MR. TURPEN: Thank you, Mr. Kerwin.

13 MR. KERWIN: Thank you.

14 COMMISSIONER MURPHY: Did you have
15 anything else, Brad, or is that it?

16 MR. KERWIN: I think Ray Miller hit it.
17 It is in process. I was disappointed in a couple of
18 respects. One, the things that were dismissed as
19 infeasible, there is no explanation as to why they
20 are infeasible. And there were a couple of them
21 that exist at other airports. So some explanation
22 if it is going to make the scrap pile.

23 COMMISSIONER MURPHY: Let me suggest a
24 process on that. You are certainly entitled to
25 answers on things like that and I would suggest you



1 deal directly with the staff.

2 COMMISSIONER MATTISON: Prepare a written
3 analysis on each point that is of interest, sure.

4 MR. TURPEN: We are always happy to
5 answer questions.

6 COMMISSIONER MURPHY: We are going to
7 come to the subject of an informational meeting.

8 MR. KERWIN: Okay. Thank you.

9 MR. TURPEN: Brad, you might just want to
10 stick that map up on the side for anyone who wants
11 to look at it on the way out so they can understand
12 what all the conversation was about.

13 COMMISSIONER MURPHY: Mr. Palas.

14 MR. CHRIS PALAS: Good morning. I am
15 Chris Palas, a member of the City Council of San
16 Bruno.

17 What I have to say, you have already
18 heard it, but I think it needs repeating. Even this
19 morning I heard words like there is misinformation,
20 there is confusion, we have to study this or that.
21 And yet when the airport expands 30 to 40 million
22 people, San Bruno, the second largest city to be
23 impacted, outside of South City it is the largest
24 city, we are the fifth largest in San Mateo County,
25 no one pays attention to us. You have refused to



1 come to our city.

2 We have cable. This message of
3 confusion, misinformation can go to thousands and
4 thousands of people, which we have not exposed that
5 at the present time. This EIR or the FEIR is only
6 going to a few handful of people.

7 The first two meetings, they were a joke.
8 I was there. I think you were there. Just a bunch
9 of politicians were there, some airport people, a
10 splattering of citizens. The third meeting was more
11 successful because a message got out informing the
12 people that this is going to happen.

13 Well, you heard about the cities to the
14 south of us, they are going to have traffic. To the
15 north of us. But San Bruno gets all the traffic.
16 Basically, practically all the traffic that goes to
17 the airport has to go through San Bruno.

18 And with the increase, how is it going to
19 affect our city? How can the people of San Bruno
20 have faith and trust in the airport expansion plan
21 without knowing what's going on? Especially when
22 you ignore us, we feel you don't care and we are
23 suspicious. How are we going to work together?

24 And all I have done here, this is the
25 third time I have come, I have been here once



1 before, I've talked to Lou Turpen, and I have also
2 mentioned that at other meetings. Please come to
3 San Bruno. But I was told, "We don't want to make a
4 media program out of this." Well, hell, how are we
5 going to get attention to the people if we hide it
6 in the closet?

7 So I ask you, I beg you, come to San
8 Bruno. There are other questions we would like to
9 ask you.

10 Also, how does this expansion with BART
11 and the airport affect our water resources? By next
12 April, we will be about 100 percent independent from
13 San Francisco water. We have got new wells coming
14 in. How is our aqua, which is only 500 feet deep,
15 going to be affected by this great expansion if
16 there are spills or whatever or tunnels going
17 underneath to bring in BART? We don't know these
18 questions. But we are going to be affected.

19 And, again, to cut it short, would you
20 please come to San Bruno and show us that courtesy
21 and don't ignore us. Thank you.

22 COMMISSIONER MURPHY: Mr. Del'Angela.

23 MR. LOU DEL'ANGELA: Mr. Murphy, before I
24 begin my presentation, I was asked by Iris Dorau who
25 is a resident of South San Francisco, Avalon Pines,



1 to give you a copy of a petition and a note. I
2 really don't know what's in it. So I would like to
3 give it to the clerk and maybe make it part of the
4 record.

5 Iris Dorau, I should tell you, had a
6 newspaper article done on her about her noise issue.
7 And she just sits on the edge of the 65 CNEL. She
8 is not even in the major area presumably of noise.
9 And she has really been impacted and she is really
10 having a hard time to go.

11 So this business of 68 CNEL or 70 or 65,
12 if you are in a 65 or even a 63, you are still
13 getting a lot of noise and you are impacted. So I
14 think -- I hope you can look at that and consider
15 it.

16 Everyone I think here is trying to be
17 positive and I will try as well. I think we are
18 trying to do the right -- I think you are trying to
19 do the right thing and I think we are who are
20 speaking on this issue.

21 I am a resident of South San Francisco.
22 I am also an urban planner, an environmental
23 planner, and I am co-chair of CAN which is a
24 citizens group.

25 I will say as politely and professionally



1 as I can see in the draft document, 4 pages that we
2 received, is grossly inadequate. It doesn't address
3 the major impacts in the airport expansion.

4 Basically, we who have been before you
5 and are trying to be supportive and say that we will
6 support the expansion are having a hard enough time
7 doing that every time we get a document like this.

8 I think this is an insult, frankly, to
9 the people of San Mateo County. I think what is
10 wrong with this document is that it does not address
11 the mitigations that are necessary. In terms of
12 traffic, it proposes a traffic study. We don't need
13 a traffic study. We need traffic improvements to
14 handle traffic.

15 It talks in terms of housing, we are
16 going to set up a housing referral agency. We need
17 housing assistance. We don't need a referral
18 agency. That's what should be in this document.

19 And I think the cruelest joke of all as
20 far as San Mateo County residents is concerned is
21 while there is a presentation that this is going to
22 provide all of this money for these people who are
23 really hurting as far as noise, there is a proposal
24 to reduce the size of the eligible homes from 10,000
25 homes to 4,000 homes, and further there is this



1 arbitrary restriction that any home not continuously
2 occupied after 1983 automatically is not eligible.

3 Now, why is that not eligible? Who is
4 staff to say to people who haven't occupied homes
5 after '83 shouldn't have any insulation?

6 I think people are hurting in San Mateo
7 County. I think people are hurting from traffic, I
8 think people are hurting from noise and I don't
9 think this document does it. I think there are a
10 lot of good proposals that came out of the workshops
11 and I think what this document says about it is that
12 we will consider it.

13 You know, if a developer came into San
14 Francisco and wanted to build a high-rise office
15 building and you said he had to do traffic
16 mitigation and he had to take care of traffic and
17 other problems and he said, "I am sorry, I feel it
18 is inappropriate" or "I will consider it," you would
19 throw him right out the door, wouldn't you. San
20 Francisco would throw that developer right out the
21 door.

22 And basically that's exactly what staff
23 is telling the Commission here; we will consider it
24 and we considered those things inappropriate.

25 I think those comments are appropriate, I



1 think they are feasible, and I think they ought to
2 be included in specific terms.

3 The workshop that is held in San Mateo
4 County, I think you need to send staff back with
5 specifics. I heard Mr. Turpen here say, "Well, you
6 don't understand. We are really going to insulate
7 all these homes and we are going to do a great job
8 in insulation."

9 I don't read that here. I don't read
10 that in this document. It is not specific. We are
11 negotiating with some committee, CCAG committee.
12 CCAG doesn't speak for me, doesn't speak for the
13 people that live in the neighborhoods.

14 I mean, if he wants to cut a deal or the
15 Commission wants to cut a deal with some friendly
16 politicians, that's your business. But they don't
17 speak for me. They need to be responsible. They
18 need to have specific mitigations. And this kind of
19 business doesn't really cut it.

20 And I am afraid, and I am truly afraid
21 that we are on a collision course in terms of
22 litigation. Because I don't think this report cuts
23 it. I want to be positive, I want to work with you,
24 Commission, and the staff. But I think this is a
25 bad faith effort on the part of your staff, I think



1 it is an insult to the people of San Mateo County,
2 and I think you want to do the right thing, the
3 right thing to do is to send this document back to
4 staff, have them rewrite it, have they come up with
5 legitimate mitigation measures that help the people
6 that are hurting in San Mateo County, that protect
7 the people in San Mateo County, and don't just kind
8 of blow smoke at them and say, "We will think about
9 it" or "We will consider it in committee later" or
10 "We will negotiate that later." We need specifics
11 now. We don't want to negotiate this later.

12 So I think there needs to be a lot of
13 work done. Please send this back to staff. Please
14 have them redo it. Please address those major
15 issues that need addressing and let's stop this hoax
16 that we have here with this particular report.

17 Thank you.

18 COMMISSIONER MURPHY: Jerry Nelson.

19 MR. JERRY NELSON: Good morning. My name
20 is Jerry Nelson and I am president of Air Transport
21 Employees Local Lodge 1781 of the Machinists Union,
22 representing now over 12,000 workers at the San
23 Francisco International Airport.

24 And I am here to say this morning that
25 those 12,000 workers at that airport are vibrant,



1 excited a) looking forward to the)pansion of that
2 airport. Why? Because we are part of an industry
3 that has been decimated over the last decade as a
4 result of the 1979 legislation known as
5 deregulation, a formula for chaos in the industry.

6 San Francisco International Airport has
7 developed a plan, developed a plan that shows a
8 vision into the future, that shows a vision to
9 create for that Pacific Rim a gateway. We want to
10 be part of that.

11 But as Lou Turpen will always tell you, I
12 am up here to complain about something. On page 17
13 and page 23, you are looking for economic
14 disincentives for the working people of San
15 Francisco International Airport. You are looking at
16 the potential of increased parking fees for some
17 workers who unfortunately may make only \$7 an hour,
18 who may as a result of the economics of the industry
19 live in Vacaville, live in Modesto and commute those
20 untenable miles between those locations to the San
21 Francisco International Airport.

22 You have to understand as a Commission
23 the nature of the work that we perform, which is
24 seven days a week, 24 hours a day. There is no mass
25 transit to the San Francisco International Airport



1 or any place else in this Bay Area that is 24 hours
2 a day, seven days a week, that is convenient for
3 working people.

4 So the members that I represent look at
5 proposals like this as a proposal with a lack of
6 understanding, maybe, as a previous speaker
7 commented, a lack of communication.

8 So we ask this Commission in taking a
9 look at the mitigation of the master plan and all of
10 those suggestions, keeping in mind that the grease
11 and the oil that makes that airport run are people.
12 We don't need to penalize the people. We need to be
13 creative as those people have been in the last 10
14 years.

15 The employers at that airport and the
16 employees have been creative. For example, one
17 employer has seven separate starting times for the
18 employees. They recognize the flexibility of the
19 needs of the employees when it comes to child care.
20 Maybe that individual needs a child care situation
21 that doesn't formulate into the norm of an
22 employer-employee working relationship. We ask you
23 to take notice of that. Thank you.

24 COMMISSIONER MURPHY: Marilyn Rossi.'

25 MS. MARILYN ROSSI: Good morning. I am



1 Marilyn Rossi and I reside in Millbrae. I too urge
2 you to come to San Bruno with a public hearing.

3 I have a few questions that I would like
4 to put to you. First of all, you are going to cut
5 out 5,000 homes in Daly City and Pacifica. Does
6 that mean that those 5,000 homes are no longer
7 noisy? Where has the noise gone? You made a
8 commitment to these people and you are not going to
9 honor it. I ask you, would you live in these homes?
10 If the situation arose this week or next month,
11 would you live in these homes?

12 I ask you to accept the responsibility
13 and make responsible decisions. Thank you.

14 COMMISSIONER MURPHY: Anyone else? Okay.
15 Mr. Turpen.

16 MR. TURPEN: We did receive a letter from
17 Washburn, Briscoe & McCarthy, Commissioner, which
18 just came in for distribution at today's Commission
19 meeting. So I am sure that they would want their
20 letter to be part of the record and as part of the
21 hearing as well.

22 COMMISSIONER MURPHY: Okay. That's fine.

23 MR. TURPEN: Although, for the record, I
24 have not had a chance to look at the letter in any
25 depth.

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

5. The fifth part of the document concludes the study. It summarizes the main findings and provides a final statement on the importance of the research.

1 COMMISSIONER MURPHY: All right. There
2 being no further comments, I will declare the public
3 hearing closed.

4 THE CLERK: Commissioner, you have one
5 other item on the calendar, item 12, resolution
6 authorizing an informational meeting to discuss
7 airport master plan mitigation measures.

8 MR. TURPEN: Before the Commission on
9 agenda item 12 is a resolution which would authorize
10 an informational meeting of the Commission in San
11 Mateo County at the Airport Hilton, September 2,
12 1992 at 7:30 p.m.

13 Should the Commission decide to hold such
14 a meeting, I believe the resolution speaks to
15 Airports Commission rules with respect to an
16 informational meeting. There has been a request by
17 the communities and residents of San Mateo County
18 that the Commission hold an informational meeting in
19 San Mateo County because that is where the airport
20 is located and because of the proposed modernization
21 program which has been a subject of discussion
22 today.

23 According to the Airports General
24 Counsel, such a meeting would be permissible as
25 structured and outlined in the memorandum and



1 resolution before you and it would be up to the
2 Commission as to whether they wanted to have such a
3 meeting.

4 COMMISSIONER MATTISON: I think it is
5 advisable. I support it strongly.

6 I am very disappointed to hear a few
7 comments that so quickly dismissed the
8 representation and hard work and good faith efforts
9 of groups like CCAG and the Airport Roundtable as
10 being part of some sort of hoax. I have a feeling
11 there is a little bit of a widespread ignorance of
12 development process. You may want to come prepared
13 with a little more of a thorough analysis or
14 description of the power of and our commitment to an
15 MOU once we have put it in place.

16 If we do a memorandum of understanding
17 with CCAG or the Roundtable which in fact do fairly
18 represent by far the majority of constituency in the
19 airport neighborhood, we obviously intend to commit
20 the Commission to implementation. And the various
21 mitigation measures that will be considered and
22 studied pursuant to the MOU and implemented pursuant
23 to the findings of those studies are part and parcel
24 of the development process and the commitment that
25 will probably be undertaken by this Commission once

2. The second part outlines the various methods and tools used to collect and analyze data. This includes both traditional manual methods and modern digital technologies, highlighting the benefits of each approach.

3. The third part focuses on the role of the management team in overseeing the data collection process. It stresses the need for clear communication and coordination between different departments to ensure that data is collected consistently and accurately.

4. The fourth part discusses the challenges faced during the data collection process, such as incomplete data or discrepancies between different sources. It provides strategies to address these challenges and ensure the integrity of the data.

5. The fifth part describes the final steps in the data collection process, including the review and validation of the collected data. It emphasizes the importance of double-checking the data to ensure its accuracy and reliability.

6. The sixth part concludes the document by summarizing the key points and reiterating the importance of maintaining accurate records. It encourages the organization to continue to improve its data collection processes over time.

1 we get through this round of analysis.

2 That doesn't appear to be coming across
3 loud and clear. I mean, certainly with the comments
4 that we heard that these people don't represent us,
5 all of these ambiguous considerations don't mean
6 anything, none of this means anything, the
7 Commission is acting in bad faith or the staff is
8 acting in bad faith and trying to pull the wool over
9 our eyes, are clearly so far off target.

10 I mean, I read 40 pages of commitments
11 here and I guess I just missed the point as to how
12 we are not getting the message across that in fact
13 we are working specifically with the community
14 groups in the form primarily of CCAG and the
15 Roundtable obviously to address specifically the
16 single event noise, the backblast issues, the proper
17 insulation approaches, the issues of runway
18 procedures, enormously complex issues.

19 Naturally, you study that -- any
20 developer -- I think the example was used building a
21 high-rise in downtown San Francisco. Any developer
22 would go through the same process and make certain
23 commitments to achieve mitigation, and that is
24 precisely the kind of process we are going through
25 here as well.

4. The fourth part of the document discusses the implications of the findings. It suggests that the results of the study have significant implications for the field of research and may lead to further developments in the future.

5. The fifth part of the document concludes the study. It summarizes the main findings and provides a final statement on the importance of the research.

6. The sixth part of the document includes a list of references to the sources used in the study. It also includes a list of figures and tables that are included in the document.

7. The seventh part of the document includes a list of appendices that provide additional information on the study. It includes a list of abbreviations and a list of symbols used in the document.

8. The eighth part of the document includes a list of footnotes that provide additional information on the study. It includes a list of references to the sources used in the study.

9. The ninth part of the document includes a list of references to the sources used in the study. It also includes a list of figures and tables that are included in the document.

10. The tenth part of the document includes a list of appendices that provide additional information on the study. It includes a list of abbreviations and a list of symbols used in the document.

1 So I think to the extent staff can make a
2 little bit clearer that message or the nature of
3 what the MOU process is all about and what it leads
4 to, we would probably be better served in terms of
5 public communication.

6 MR. TURPEN: I think the comments of the
7 persons who represent the CAN group are not typical
8 of the response that we have received.

9 Unfortunately, that group recently came into being.
10 The remainder of the people with whom we work have
11 been working on this with us for 10 or 15 years and
12 they are well-educated on the limitations the San
13 Francisco Airport faces because of Federal
14 preemption.

15 The CAN group, unfortunately, having only
16 been involved in this for the past 30 days or so and
17 not having participated to my knowledge in the last
18 10 years, might find themselves at somewhat of a
19 database disadvantage and we would always be happy
20 to help educate them as quickly as possible so that
21 they can look at the mitigation measures in light of
22 the realities that we face.

23 COMMISSIONER MATTISON: Well, it may be
24 worthwhile, assuming we adopt the notion of a
25 meeting in September on the Peninsula, I think we



1 should consider devoting some time to this
2 particular clarification, if you will.

3 And also there were one or two more
4 uncertain issues that I believe were properly
5 pointed out that there might be some sense of
6 conflict within the recommendations; that is, at the
7 same time we are studying the possible mitigation
8 measures that might supplement a comprehensive
9 insulation program and other studies related to
10 single event and backblast and things like that, we
11 are also studying noise shift and I do believe it is
12 proper to say that in fact noise shift is a very
13 difficult issue in its own right and it may well be
14 proper for the Commission to consider coming down
15 absolutely on this noise shift issue, because we
16 clearly have a little bit of a balancing act to deal
17 with here and I believe we want to learn more about
18 the staff's recommendations and reflections
19 regarding the noise shift measures that are brought
20 up in this recommendation.

21 Because we do appear to have something of
22 a conflict there. We either come down very hard
23 against noise shift as a measure, which I believe
24 has been the sentiment of the Commission in the face
25 of alternative measures that are equally effective.



1 So we may want to look at that again as well.

2 MR. TURPEN: Right. Thank you.

3 MR. DEL'ANGELA: Because my comments are
4 referred to, I think I should respond at least
5 briefly to what has been said.

6 Please understand that my background in
7 terms of reviewing environmental documents, that is
8 what I do for a living. While the group is new,
9 this is not the first environmental impact report
10 that I have reviewed. So you may look at this
11 document and see something I don't see. I see a lot
12 of maybes in this document. I don't see a lot of
13 specifics, with all due respect.

14 I think what Mr. Turpen and his staff is
15 saying is that we will commit to this amount, but we
16 will consider this amount. And I think what I am
17 saying to you is I would like the commitment to
18 expand beyond this.

19 COMMISSIONER MATTISON: The commitment
20 seems pretty open-ended to be taken so lightly.

21 Can you tell me exactly what traffic
22 pattern modifications physically you would make on a
23 map of the highway system in San Mateo County right
24 now? I don't think you have a clue.

25 MR. DEL'ANGELA: Well, I will give you an

1 example. I think there is a proposal in the
2 environmel) -- the environmental impact report
3 stated that there is going to be -- this expansion
4 is going to have a major impact on Millbrae Avenue,
5 for example, in the City of Millbrae, and says that
6 Millbrae Avenue, she needs to be widened two lanes
7 to handle the traffic.

8 I don't see the airport buying into a
9 commitment to mitigate that problem. I think what
10 they do in this document and say it is up to
11 Caltrans and the City of Millbrae to solve that
12 problem.

13 And I am saying to staff and I am saying
14 to you that money ought to be put up by the airport
15 to mitigate that problem. You shouldn't shove that
16 responsibility onto either Caltrans or the City of
17 Millbrae to take care of that problem.

18 There are issues relative to the highway
19 that the airport is having nothing to do with. They
20 are basically saying it is Caltrans's
21 responsibility, it is South San Francisco's
22 responsibility to take care of intersection
23 problems. That's the problem I am having as a
24 professional who is familiar with environmental
25 impact reports.



1 You wouldn't expect that type of
2 transferring of responsibility from a private
3 developer. Therefore you should not transfer that
4 responsibility to someone else.

5 COMMISSIONER MATTISON: Do you believe it
6 is important to understand the dynamics of the
7 entire traffic movement system before drawing those
8 conclusions, though, that the airport is the
9 principal cause, agent of cause?

10 MR. DEL'ANGELA: No. I think you have
11 plenty of traffic reports and traffic studies. I
12 think the problem is to say that you are going to
13 mitigate a traffic problem by doing another traffic
14 survey I think is begging the issue. I think you
15 have got an environmental impact report that has
16 traffic conclusions to it. You know what needs to
17 be done. Therefore put together an improvement
18 program, a budget, a program, a timing, so that
19 these improvements can be done and not be dependent
20 on Caltrans coming up with money or the City of
21 Millbrae trying to desperately find money for street
22 improvements. That's not fair.

23 COMMISSIONER MATTISON: I am confused.
24 Maybe you could give us the copy of the study that
25 shows the balance of traffic-generating agents



65
1 countywide, because that is something I didn't
2 realize we had.

3 MR. DEL'ANGELA: That's what your
4 environmental impact report should say if it doesn't
5 say it. I think in many respects your EIR is very
6 inadequate in that area.

7 COMMISSIONER MATTISON: I think we have
8 some fundamental disagreement here, because that is
9 exactly what we are paying to have done and
10 obviously we intend to do exactly what the airport
11 needs to do to handle its own traffic-generation
12 issues.

13 MR. DEL'ANGELA: You know, believe it or
14 not we are trying to be supportive. But at the same
15 time we are --

16 COMMISSIONER MURPHY: It is hard to
17 believe it, Mr. Del'Angela.

18 MR. DEL'ANGELA: Well, it is hard to
19 believe that staff is conscientiously trying to
20 address the impacts. That is why we are having a
21 problem with that.

22 COMMISSIONER MURPHY: As a veteran of
23 this process, you must know how completely
24 destructive it is to come in and start using words
25 like "hoax" and other pejorative terms.



1 This is a good faith effort. If you
2 don't think it is a good faith effort, I am sorry,
3 it is still a good faith effort.

4 And you and I have had conversations
5 about this before. If you have points that you want
6 us to consider, I would strongly suggest that you be
7 specific instead of general, point out where you
8 think there are things that we ought to do, and we
9 will do our best to accommodate you. That is the
10 whole point of the process.

11 I would be a little surprised if the
12 staff would go off and come up with a series of
13 mitigations you would all embrace wholeheartedly.

14 MR. DEL'ANGELA: I understand. I
15 understand.

16 COMMISSIONER MURPHY: Let me finish. I
17 will tell you, frankly, I was shocked at the dollar
18 amount that was proposed to be spent for insulation,
19 and I have come to understand why this is probably
20 the thing to do.

21 But my belief is that what we ought to be
22 doing for the next 60 to 90 days is doing our best
23 to make this the best series of mitigations that we
24 can, to come up with the best arrangement that we
25 can to look at the question of whether we are going



1 to approve the master plan, whether it makes sense.

2 But the fact of the matter is the
3 airplanes are going to arrive and we have to deal
4 with that and we have to deal with it the very best
5 we can within the constraints of what the airport is
6 legally permitted to do. We have a lot of people to
7 answer to and we are going to do the best we can.

8 And we are going to have what I hope will
9 be -- we haven't voted on it yet, but I think we
10 will have a meeting in San Mateo County, which is
11 not something we are doing lightly. We are doing it
12 because people in the community requested very
13 strongly that we have a full meeting of the
14 Commission. As you know, I have attended every
15 workshop.

16 MR. DEL'ANGELA: Yes, you have, you have.

17 COMMISSIONER MURPHY: And I have put a
18 lot of time in on this. But we will continue to do
19 that.

20 But I think we are moving to the phase of
21 this, frankly, where we ought to be dealing in more
22 specific proposals. If you have 10 things in here
23 you don't like, tell us what the 10 are, probably
24 written commentary in advance as opposed to -- I
25 can't think of the good adjective for it, but you



1 know what mean.

2 MR. DEL'ANGELA: With all due respect, we
3 have had three workshops and there are a lot of good
4 ideas and a lot of good mitigations that came out of
5 those workshops. And yet what I see in this
6 document is just a gleaning of those recommendations
7 and a lot of the good ones aren't even in here and
8 there is no reason why they are not in here. And I
9 guess that's the problem I see, you see.

10 COMMISSIONER MURPHY: Okay. But then you
11 with your training and background can be of
12 particular help in this process. That is, point out
13 to us what you think they are. This isn't set in
14 concrete.

15 MR. DEL'ANGELA: I understand. I
16 understand that.

17 COMMISSIONER MURPHY: You know the
18 process well enough to know that it isn't.

19 MR. DEL'ANGELA: It has to be more
20 specific. That is my main --

21 COMMISSIONER MURPHY: My point is, if we
22 are going to have this meeting on September 2, don't
23 at that time show up and wave this and say it is a
24 hoax. Show up and wave "These are my specific
25 suggestions, corrections to it and what I think we



1 ought to be doing." And that invitation extends to
2 the other interested parties.

3 MR. DEL'ANGELA: I just think this is a
4 bad start. I just think it is a bad start. I just
5 don't think there is enough substance in here to
6 make a meaningful progress to the next level. I
7 wish there would have been a lot more substance in
8 here. That's what I am saying to you.

9 COMMISSIONER MURPHY: You are entitled to
10 your views.

11 MR. DEL'ANGELA: Yes, I am. Thank you.

12 COMMISSIONER MURPHY: Okay.

13 COMMISSIONER MATTISON: I move on the
14 September meeting.

15 COMMISSIONER MURPHY: Second.

16 THE CLERK: Commissioner Murphy.

17 COMMISSIONER MURPHY: Yes.

18 THE CLERK: Commissioner Mattison.

19 COMMISSIONER MATTISON: Yes.

20 THE CLERK: Commissioner Ho.

21 COMMISSIONER HO: Yes.

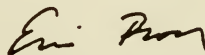
22 THE CLERK: That concludes your calendar,
23 Commissioner. You do have a closed session in
24 accordance with Government Code Section
25 54956.9(B)(1).



(Proceedings closed at 10:30 a.m.)

-oOo--

I, ERIC BRODY, do hereby certify
that the foregoing transcript is a true and
accurate transcription, to the best of my
knowledge and ability.



Eric Brody



